

**nova.**

# **Nova Personality Questionnaire**

**for**

# **Tharwah**

Rationale & Literature Review

V2.0

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## Introduction

The Nova Personality Questionnaire (NPQ) is a modern, work-related personality assessment developed by Tharwah, a leading talent solutions provider in the Kingdom of Saudi Arabia. It is the first personality tool co-developed in both Arabic and English. It is designed for global application whilst simultaneously having strong local relevance for the Gulf Cooperation Council (GCC) region, addressing a long-standing gap in culturally grounded psychometric tools. Rather than translating Western assessments, the NPQ was designed from the ground up to reflect local language, values and workplace norms while adhering to international psychometric standards.

The NPQ was designed with two guiding priorities. Firstly, relevance to the nature of work now and in the future, including the integration of AI, digital transformation, and shifting skills demand. And secondly, to have practical, scalable utility across public and private sector organisations within the GCC and beyond. Reflecting global research such as the World Economic Forum's "Future of Jobs" reports (2020, 2023), the NPQ's trait model align with the rising demand for cognitive flexibility, innovation, emotional connection with others and self-directed leadership.

Grounded in the well-established Five Factor Model (FFM) (McCrae & Costa, 1987), the assessment expands on this theoretical base by offering a structured model of 15 traits and 30 subtraits, allowing for fine-grained behavioural insights that are directly relevant to contemporary work settings.

Each trait and subtrait in the NPQ was selected to reflect what matters now and what will matter most in tomorrow's work environment. The assessment is therefore well positioned for both individual development and talent identification in contexts where these emergent capabilities are increasingly important.

From a design standpoint, the NPQ is:

- Right-sized to measure what matters, with 120 items across 15 traits, delivered in blocks of 4 using a contemporary 'nipsative' format to ensure transparency and honesty of responses.
- Fit for the age of AI and future of work, with traits and subtraits selected to reflect evolving human competencies in response to automation, digitalisation, and shifting role expectations.
- Built for broad accessibility, with items written to be usable by individuals with a reading age of 14+ for use across early careers as well as with established professionals, managers and leaders.
- Highly efficient, taking approximately 20 minutes to complete, ensuring practicality for large-scale use.
- Structured for maximum insight, combining a contemporary interpretation of the Big Five personality factors broken down further into fifteen core traits as well as situationally specific reports for leadership, derailment, teamworking and careers.
- Mobile-optimised, offering a clean and engaging user experience on desktop, tablet, and smartphone.
- Strategically aligned, supporting talent strategies tied to Saudi Arabia's Vision 2030 and broader GCC leadership and workforce transformation agendas.

The instrument was developed following an extensive review of leading international personality assessments, with a focus on modernising the constructs and language to reflect the emergent world of work. Its mobile-first architecture supports high engagement and the platform enables generation of multiple outputs to maximise the benefit of the data throughout the employee lifecycle.

The NPQ is particularly well-suited for use in alignment with national transformation agendas in the Gulf, such as Saudi Arabia's Vision 2030, which emphasises leadership capability, innovation and human capital development. As such, the assessment is uniquely positioned to serve as a foundational tool in both government and corporate talent strategies across the GCC.

## Rationale & Theoretical Foundations

This section outlines the theoretical foundations that shape the Nova Personality Questionnaire (NPQ). Drawing from over a century of personality psychology, including the Five Factor Model (FFM), it updates and extends this area of assessment to meet the demands of the modern workplace.

The traits included in NPQ are selected for their practical relevance, predictive value and alignment with critical future-of-work competencies such as agility, resilience, innovation, and collaboration. Each trait is unpacked to explain its relevance, both from a psychological and practical standpoint, with detailed justification supported by academic research. Further, NPQ's regional relevance to GCC national transformation agendas are also outlined.

### The Nova Personality Questionnaire 15-Trait Model

The Five Factor Model (FFM) is one of the most extensively researched and validated models in the history of personality psychology. It was originally developed through lexical and factor-analytic traditions (Goldberg, 1990) and has since been confirmed across cultures, languages, and assessment methodologies (McCrae & Costa, 1997; De Raad & Peabody, 2005). The five broad traits—Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (often reworded as Emotional Stability in occupational contexts)—represent orthogonal, hierarchical domains that predict a wide range of life and work outcomes (Barrick & Mount, 1991). However, in work settings greater granularity or 'fidelity' is often desirable to give a more focused lens on the individual.

NPQ's model adapts the FFM into 15 traits by dividing each domain into three more specific constructs. For instance, the domain of Openness includes the traits *Complex Thinking*, *Innovating* and *Agility*. Each trait is further measured through two behavioural subtraits, allowing for greater interpretability and personalisation in developmental feedback (De Fruyt & Mervielde, 1999).

The multidimensional architecture of NPQ is designed to give adequately granular behavioural facets that can be clearly mapped to competency frameworks, be that within a specific organisation or to the complementary Nova40 competency model. The assessment also draws on recent psychometric research (Woods & Anderson, 2016; Woods et al., 2020) which suggest that when mapped appropriately, different instruments rooted in the FFM demonstrate high convergent validity and structural alignment—even when expressed through different item sets and rating scales. This underpins the capacity to generate multiples reports or 'lenses' drawing on the core data collected.

The 15 traits within the core NPQ model are outlined below, followed by a detailed summary of the theoretical underpinnings in each case.

Big-5 Factor	Scale	Higher End Definition	Lower End Definition	Summary
Openness to Experience <sup>1</sup>	Complex Thinking	Comfortable navigating complexity and ambiguity, drawing connections across issues and identifying underlying patterns in dynamic environments.	Prefers clarity and structure, with a tendency to seek concrete guidance rather than engage with complex or ambiguous problems. Most comfortable where standardisation and stability are key.	The capability to manage complexity and discern patterns amidst ambiguity.
Openness to Experience	Innovating	Generates original yet practical ideas and actively drives their implementation to improve services, solutions or ways of working.	Values proven approaches and improving existing ideas than generating novel ones. Likely to ensure practical application of innovations from others.	The capacity to generate novel yet practical ideas and action them.
Openness to Experience	Agility	Quickly adapts thinking and behaviour in response to change, showing flexibility, openness and responsiveness to new situations.	Prefers consistency and established ways of working, adapting when necessary but only after careful consideration.	Flexibility to rapidly adapt thinking and behaviour as circumstances change.
Conscientiousness	Outcome-focused	Maintains a strong focus on achieving meaningful outcomes, ensuring clarity of purpose and driving results even in shifting contexts.	Values process and precision, often focusing on how things are done as much as what outcomes are achieved.	A strong orientation towards achieving meaningful results and goals.
Conscientiousness	Delivering	Follows through on commitments with consistency and reliability, adapting priorities at pace where needed while maintaining high standards.	Takes a careful and thorough approach to execution, often preferring to work methodically prioritise quality and accuracy over speed or adaptability.	Reliably executing plans and priorities to ensure commitments are fulfilled.
Conscientiousness	Evaluating	Applies critical thinking and reflection to assess impact, using insight and analysis to inform better decisions and continuous improvement.	Tends to rely on trusted methods or intuition rather than extensive critical analysis. Relies on 'gut feel' in ambiguous situations rather than taking a more analytical approach.	Focus on critically analysing data, reflecting on causes and understanding impact.
Extroversion	Engaging	Builds energy and connection with others through authentic, inspiring communication and the ability to create shared purpose.	Builds more formal, professional relationships with others and contributes reliably to group dynamics, even if not outwardly expressive or engaging others.	The ability to connect with and inspire others, building deep and trust-based relationships.

<sup>1</sup> Big Five personality factors (sometimes referred to as the Five-Factor Model, FFM) are a widely accepted framework in psychology, comprising five broad dimensions: Openness (creativity, curiosity), Conscientiousness (organization, self-discipline), Extraversion (sociability, assertiveness), Agreeableness (compassion, cooperativeness), and Neuroticism (emotional instability, anxiety). These traits capture key variations in human personality and behaviour. Occupational measures focus on the positive side of neuroticism: emotional stability.

Extroversion	Influencing	Shapes direction and gains support by communicating with credibility and convincing others of their perspective.	Prefers to contribute through quiet expertise rather than persuasion. More comfortable allowing others to take the lead in shaping direction. Brings stability and dependability in group settings.	The capacity to shape others' views and gain commitment through effective and persuasive communication.
Extroversion	Proactive	Takes initiative and drives action without waiting for instruction, showing energy, ownership and a readiness to lead progress.	Often thoughtful and deliberate in approach, preferring to reflect or gather input before acting. Can bring balance and caution to more fast-moving environments.	Readiness to take initiative and act decisively without waiting for direction.
Agreeableness	Collaborative	Works inclusively and constructively with diverse others, building mutual trust and alignment towards shared success.	Can work independently or with others, and may prefer clarity of roles and expectations in teams. Provides a steady contribution to collective goals.	Working constructively and inclusively with others to bring them together towards shared objectives.
Agreeableness	Empathy	Demonstrates deep understanding and sensitivity to others' emotions and experiences, creating space for connection and support.	Approaches others with fairness and objectivity, and may focus more on practical support than emotional nuance. Can provide calm consistency in emotionally charged situations.	Demonstrating sensitivity to the feelings and perspectives of others.
Agreeableness	Enabling	Actively champions others' development and inclusion, creating conditions for people to grow, contribute and thrive.	Supports others through consistent contribution rather than overt encouragement. Prefers to help others succeed by leading through example and reliable delivery.	Actively supports others' development, inclusion and empowers them to contribute.
Neuroticism (Emotional Stability)	Resilience	Maintains perspective and emotional steadiness under pressure, adapting positively to setbacks and sustaining performance.	May take time to process setbacks or seek support from others when under pressure. Brings reflection and emotional honesty, which can be important for team learning.	The capacity to recover from adversity and maintain composure under pressure.
Neuroticism (Emotional Stability)	Positive	Approaches challenges with optimism and confidence, encouraging others and maintaining motivation through uncertainty.	Approaches challenges with realism and caution, focusing on potential risks or issues to address. Provides grounding and critical thinking in teams.	Demonstrating an optimistic, constructive attitude in the face of challenges.
Neuroticism (Emotional Stability)	Self Awareness	Shows strong personal insight and openness to feedback, recognising impact on others and actively seeking to grow.	May focus more on task and outcome than reflection, but is open to feedback when framed constructively. Brings a grounded perspective on strengths and limitations.	Insight into one's emotions, behaviour and impact on other people.

The theoretical basis for each of the key traits is outlined below:

### 1. Complex Thinking

Increasingly essential in navigating volatile, uncertain, and interconnected environments, Complex Thinking enables individuals to integrate diverse perspectives, recognise systems-level interdependencies, and operate confidently in ambiguity. Unlike traditional personality models that emphasise curiosity or conceptual thinking without context, the NPQ focuses more pragmatically on how cognitive complexity plays out in fast-evolving, real-world settings. This trait aligns with the growing need for systems thinking and anticipatory decision-making (Mumford et al., 2000; WEF, 2023), particularly in leadership, strategic planning and cross-functional roles. The trait reflects the ability to identify relationships, patterns, and deeper themes across complex data and situations. In a future of work characterised by data proliferation and systemic change, individuals must think beyond silos and linear cause-effect chains. Subtraits such as *Seeing through Complexity* and Working with *Ambiguity* enable individuals to navigate loosely structured problems and identify insights where others might see confusion. Mumford et al. (2000) and Dörner & Funke (2017) emphasise the increasing importance of systems thinking and cognitive complexity in leadership and innovation contexts.

### 2. Innovating

Innovating is fundamental to sustaining relevance and competitive advantage in a rapidly evolving world of work. While legacy models assessed creativity in a general sense, the NPQ focuses on innovation as an applied capability—translating ideas into practical outcomes in ambiguous or emergent environments. As AI and automation transform repetitive tasks, creative ideation and practical experimentation are likely to remain core human capabilities. This trait captures both novel thinking and practical innovation, echoing WEF findings that creativity, originality and initiative are top future skills (WEF, 2023; Runco & Jaeger, 2012). *Idea Generation* and *Applied Creativity* are foundational for strategic innovation and product development. Runco & Jaeger (2012) argue that creative potential is central to adaptive performance, while Amabile (1996) links workplace innovation to both domain expertise and creative self-efficacy.

### 3. Agility

Agility represents an individual's capacity to shift mindset, behaviours and develop new strategies rapidly in response to changing demands. Whereas older assessments focused on general openness to change, the NPQ identifies agility as a more active, future-critical behaviour. It is especially relevant in agile project teams, digital transformation contexts and when leading through uncertainty. This trait supports speed of learning and reorientation—highlighted by both WEF (2020) and Pulakos et al. (2000) as essential in dynamic, high-change environments. The subtraits of *Cognitive Flexibility* and *Situational Responsiveness* capture readiness to pivot approach and embrace new operating models when needed. Research by Pulakos et al. (2000) and Grant & Parker (2009) positions agility as a core component of adaptive performance and psychological resilience.

### 4. Outcome-Focused

In modern work settings defined by cross-functional projects and shifting priorities, Outcome-Focused individuals drive towards results with discipline and purpose. Earlier tools captured traits like dependability or conscientiousness, but NPQ explicitly emphasises personal accountability, clarity and result orientation in ambiguous settings. The trait reflects one's capacity to stay aligned to goals amid changing demands, which is particularly relevant to project-based and hybrid work where ownership and delivery may be decentralised (Locke & Latham, 2002; Bakker et al., 2020). Locke & Latham's (2002) goal-setting theory highlights the motivational value of clear targets, while recent research underscores the importance of persistence in VUCA (volatile, uncertain, complex, ambiguous) contexts (Bakker et al., 2020).

## 5. Delivering

Delivering captures the orientation to follow through on commitments and maintain reliability even in unpredictable settings. While traditional assessments may have equated this with rule-following, the NPQ reframes it as the capacity to prioritise, adapt and persist to achieve outcomes. The trait as defined supports modern interpretations of conscientiousness (Woods et al., 2020) that prioritises output over obedience. Delivering includes a bias for action and disciplined follow-through. With flatter hierarchies and remote work, task ownership increasingly matters and this trait support the role of conscientiousness in the digital era (Woods et al., 2020), where personal accountability is the norm.

## 6. Evaluating

Evaluating reflects the orientation towards critical analysis and sound judgement. With AI tools surfacing insights with much greater ease, human interpretation will become increasingly pivotal (Kahneman et al., 2021; Tetlock & Gardner, 2015). As organisations face ethical and strategic dilemmas shaped by technology, data, and ESG pressures, Evaluating becomes critical to drawing the correct inferences from data.. Tetlock & Gardner (2015) and Kahneman et al. (2021) highlight the growing demand for cognitive debiasing and sound forecasting, again emphasising the key role of this trait in effective performance.

## 7. Engaging

Engaging reflects a person's ability to create connection, energy and presence in their interpersonal interactions. Traditional tools often equated this with sociability, but the NPQ emphasises the capacity to sustain authentic engagement that inspires trust and shared purpose in others, supporting ongoing engagement (Judge et al., 2002; Goleman et al., 2013). Engagement requires social vitality, open communication and interpersonal warmth. This is particularly challenging in virtual and hybrid settings, whilst Judge et al. (2002) found that extraversion is a consistent predictor of leadership emergence and perceived competence.

## 8. Influencing

Influencing captures the capacity to guide thinking, shape decisions and align people around shared goal. Whilst older measures focused narrowly on assertiveness, the NPQ highlights broader persuasiveness and communication impact. Influence underpins leadership, sales, and stakeholder engagement roles, particularly where change needs to be led through persuasion rather than position (Yukl, 2012; Cialdini, 2021). In flat, cross-functional teams, positional authority is also being replaced by persuasive influence. Yukl (2012) and Cialdini (2021) also highlighted the rising importance of influence over traditional command in matrix organisations.

## 9. Proactive

Proactive individuals take the initiative, anticipate problems and and act ahead of need. These are key behaviours in fast-paced, self-managed and entrepreneurial environments in particular. The assessment moves beyond measuring activity levels to assess intentional action. As roles have become more fluid and outcome-driven, this trait supports both continuous improvement and leadership emergence (Bateman & Crant, 1993; Parker et al., 2006). Bateman & Crant (1993) and Parker et al. (2006) found that proactivity predicts innovation, career success and leadership potential which underpin the importance of this trait.

## 10. Collaborative

Effective collaboration is increasingly important in cross-functional, hybrid and multidisciplinary teams. While traditional tools focused heavily on agreeableness in a generalised way, this trait emphasises active contribution and shared ownership of success. This trait relates to generating psychological safety, a key ingredient for team innovation and engagement (Salas et al., 2015; Mathieu et al., 2014). Collaboration is not only about harmony, but constructive contribution. Salas et al. (2015) and Mathieu et al. (2014) link team personality composition to effectiveness across industries.

## 11. Empathy

Empathy enables individuals to understand others' perspectives, manage relationships and build trust. The NPQ's model focuses on perspective taking and showing consideration to others, extending beyond warmth to include cognitive and emotional attunement with colleagues. As automation advances, empathy is likely to remain one of the most irreplaceable human traits for influencing and supporting others (Davis, 2004). Empathy is also crucial for leadership and coaching roles (Goleman et al., 2013) and predicts team cohesion and service excellence.

## 12. Enabling

Enabling reflects the ability to empower, coach and support the development of others. Earlier personality frameworks assessed helpfulness or supportiveness but rarely addressed the developmental aspects of enabling. In the modern workplace, enabling others is key to learning, inclusive culture and team resilience (London, 2002; Deci & Ryan, 2000). This trait captures the ability to uplift, empower and develop others. As learning becomes increasingly peer-led, enabling others is a core social competency (London, 2002; Deci & Ryan, 2000).

## 13. Resilience

Resilience captures the ability to maintain composure and recover quickly from setbacks. While traditional tools often framed this as low neuroticism, the NPQ frames resilience as a proactive, developmental capability. In the face of disruption, stress and high emotional complexity, this trait supports sustainable performance and emotional stamina, which is especially challenging in leadership and customer-facing roles (Connor & Davidson, 2003; Tugade & Fredrickson, 2004). Modern work creates frequent exposure to stress, setbacks and uncertainty. The subtraits of *Composure* and *Recovering from Setbacks* reflect the ability to maintain performance under pressure and rebound quickly. Connor & Davidson (2003) and Tugade & Fredrickson (2004) show that resilience protects against burnout and facilitates sustained performance.

## 14. Positive

Positivity enables sustained motivation, solution-focused thinking and mitigates disengagement in teams. Older models focused on emotional stability, but the NPQ emphasises the active benefit of optimism and belief in personal efficacy. In uncertain contexts, this trait also supports wider resilience (Fredrickson, 2001; Seligman, 2011). Fredrickson (2001) notes that positive affect broadens cognitive resources and predicts individual and organisational flourishing.

## 15. Self Awareness

Self Awareness enables individuals to reflect, self-monitor and learn from feedback. This is crucial for adaptability and personal growth. Historically underrepresented in many personality assessments, the capacity for honest self-evaluation and behavioural adjustment is vital for development (Ashkanasy & Daus, 2005). London & Smither (2002) also identify self-awareness as central to development and adaptive leadership.

## Nova Traits and Future of Work Relevance

The use of personality assessment to understand, predict, and develop human behaviour in the workplace is supported by over a century of psychological research. The Five Factor Model (FFM), also known as the Big Five, has consistently demonstrated validity across cultures and contexts (McCrae & Costa, 1987; Barrick & Mount, 1991). Meta-analyses confirm that traits such as conscientiousness, emotional stability, and openness are significantly related to job performance, team dynamics, leadership potential, and career success (Salgado, 1997; Judge & Zapata, 2015).

Importantly, while broad factors like the Big Five offer strong general predictive validity, there is increasing consensus—supported by Ivan Robertson and colleagues (Robertson & Smith, 2001)—that narrower, trait-to-competency mappings offer superior predictive fidelity in applied settings. This aligns with the "bandwidth-fidelity trade-off": broader traits provide coverage across many outcomes (bandwidth), but narrower traits better match specific behaviours (fidelity). NPQ responds to this by assessing 15 specific traits with clearly defined subtraits, allowing for high-resolution behavioural profiling and more precise alignment with job competencies, leadership frameworks, and development objectives.

In the current era of AI transformation, remote working, and rapidly changing job demands, organisations require tools that not only identify static traits but also highlight behavioural agility, resilience and cognitive adaptability. The Nova Personality Questionnaire (NPQ) addresses this gap by providing a high-resolution map of personality traits relevant to today's roles and tomorrow's challenges. It is grounded in the robust structure of the Big Five, enhanced with modernised trait definitions, and tailored for practical deployment in development, hiring, and leadership pathways.

Each NPQ trait has been selected for its demonstrated relevance to work performance and potential, with subtraits offering deeper behavioural insights that map directly onto development priorities, competency models, and leadership frameworks. The following section summaries how each of the 15 traits relates specifically to the developing nature of work now and in the future.

Trait	Connection to the Future of Work
Complex Thinking	Increasingly essential in navigating volatile, uncertain and interconnected environments. Traditional personality measures often focused on conceptual thinking or curiosity, without connecting to the cognitive demands of complex real-world scenarios. Systems thinking helps individuals see interdependencies across people, tech, and processes vital in complexity.
Innovating	Fundamental to sustaining relevance and competitive advantage in rapidly evolving contexts. Earlier tools emphasised creativity without necessarily linking it to applied, outcome-focused innovation. Innovation and creativity remains one of the most irreplaceable human capabilities in the AI era.
Agility	Crucial in contemporary roles that require rapid reorientation and learning. Traditional assessments addressed openness to change but did not always reflect the need for fluid responsiveness in fast-paced environments. Agility relates to the capacity to shift mindsets and behaviours quickly and is now core to future-readiness.
Outcome-Focused	Critical in project-based and agile working cultures where clarity of outcome and accountability are paramount. Earlier tools emphasised dependability more than a focused drive for results. Achieving results amid uncertainty and evolving objectives requires personal accountability and focus.

Delivering	While conscientiousness has long been assessed, it was often framed in terms of rule-following rather than reliable delivery in dynamic settings. As planning is partially automated, prioritisation and flexibility in execution become more valued. This builds trust and continuity through consistent delivery, for example in hybrid and distributed teams.
Evaluating	Strong evaluation and analytical thinking supports accurate, agile decision-making. Historically, personality tools placed less emphasis on this kind of evaluative judgement and critical thinking. Whilst AI tools can process data, the human role is key for critical evaluation to avoid bias and misjudgement.
Engaging	Vital for building strong relationships and engagement, particularly in increasingly virtual teams. Earlier models tended to focus on sociability without capturing the ability to inspire and connect authentically. Connecting remains valuable, but needs to follow through into meaningful engagement with others.
Influencing	Critical for leading change, selling and stakeholder engagement. Traditional models often overindex on assertiveness, not a broader focus on persuasiveness and strategic influence. Influence is critical to align people and teams to deliver effective change.
Proactive	A focus on action drives momentum and ownership amongst colleagues and teams. Classic personality inventories typically assessed energy or activity levels but not the extent to which individuals purposefully take the initiative. This intentional drive for taking action will continue to be vital in future work settings.
Collaborative	Increasingly important in cross-functional and remote team environments. Historical tools captured agreeableness, yet often missed the complexity of genuine collaboration. Teamwork and co-creation across functions and disciplines will continue to grow in importance.
Empathy	Central to understanding others and building emotional connections with colleagues and stakeholders. Previous tools measured warmth but did not always capture empathetic understanding of others more directly. Empathy will be increasingly important for successful human connections even as technology continues to evolve.
Enabling	Aligned with modern views of empowering leadership, supporting and enabling others is a key element of work. Traditional personality assessments considered supportiveness but rarely addressed the enabling dimension of helping others. Doing so well is key to help enhance psychological safety and is critical to developing inclusive and resilient teams.
Resilience	This remains a core dimension in uncertain and high-stress contexts. Older tools often defined this domain through the absence of neuroticism rather than the presence of resilience. Demonstrating resilience will be key as individuals face rapid change, increased disruption and emotional complexity in work.
Positive	Earlier tools addressed emotional stability but not the energising benefit of a positive outlook to sustain motivation and support wellbeing. This will be increasingly important to mitigate the impact of ambiguity in both human and digital contexts.
Self Awareness	Reflection, understanding one's emotions and learning are key to personal effectiveness. Historically underrepresented in personality profiling, despite its importance in personal growth, a focus on self-insight is particularly key in trust-based settings where human oversight is minimal or decentralised.

## Nova Trait Mapping to GCC National Visions

This table outlines the relevance of each of the 15 NPQ traits to both the Saudi Arabia Vision 2030 and broader transformation agendas across other GCC countries including the UAE, Qatar, Oman, Kuwait, and Bahrain.

Trait	Connection to Saudi Arabia 2030 Vision	Connection to Vision for other GCC Countries
Complex Thinking	Supports navigating interconnected reforms and emerging sectors, including complexity of major change programmes	Critical across UAE (AI governance), Qatar (knowledge economy), Oman (logistics), Bahrain (regulatory reform)
Innovating	Drives entrepreneurial thinking and novel solutions for diversification	Key in UAE (space/AI), Qatar (healthcare), Kuwait (fintech), Bahrain (digital finance)
Agility	Essential for adapting to fast-changing industries and driving responsiveness on major projects	Prominent in UAE (tech agility), Oman (labour shifts), Kuwait (bureaucratic reform)
Outcome-Focused	Enables delivery on strategic national and private sector KPIs	Also important in UAE (service excellence), Qatar (public health), Kuwait (education reform)
Delivering	Supports execution and continuity in major programme delivery and sector expansion	Vital in UAE (paperless strategy), Oman (infrastructure), Bahrain (KPI tracking)
Evaluating	Strengthens evidence-based policymaking and reforms, ensuring change is evidence-based and effective	Used in UAE (sustainability), Qatar (systemic innovation), Bahrain (decision support)
Engaging	Mobilises employees, early careers colleagues and citizens around transformation efforts	Encouraged in UAE (citizen engagement), Oman (community involvement), Kuwait (public trust)
Influencing	Key for leadership alignment in cross-sector transformation programmes	Relevant in UAE (sustainability advocacy), Qatar (sports diplomacy), Bahrain (regional leadership)
Proactive	Drives ownership and initiative in rapidly changing workplaces	Aligned with UAE (digital initiatives), Oman (SME development), Kuwait (EdTech reform)
Collaborative	Supports both within and inter-organisational collaboration on strategic projects	Emphasised in UAE (PPP models), Oman (logistics), Bahrain (regional integration)
Empathy	Builds trust in inclusive, community-sensitive transformation approaches	Aligned with UAE (happiness), Qatar (healthcare empathy), Oman (service experience)
Enabling	Facilitates youth empowerment and leadership pipeline development	Echoed in UAE (talent innovation), Qatar (upskilling), Bahrain (education access)



Resilience	Maintains composure and adaptability in long-term, complex settings such as major public or private sector reform	Highlighted in UAE (crisis preparedness), Qatar (systemic change), Bahrain (economic transitions)
Positive	Aligns with embracing change and cultivating belief in goals of Vision 2030, showing positivity and patience for change	Vital in UAE (wellbeing focus), Oman (national optimism), Bahrain (reform motivation)
Self Awareness	Supports ethical leadership and responsible public sector governance	Reflected in UAE (reflective leadership), Qatar (stakeholder insight), Bahrain (values-based reform)

## Summary

The Nova Personality Questionnaire represents a next-generation tool in occupational personality assessment. Combining the scientific rigour of the Five Factor Model with culturally localised design and relevance to the contemporary workplace. Its trait and subtrait structure enhances precision, while its integration with derailment, leadership, team, and career models supports a full-spectrum approach to talent development. As the first personality tool co-developed in Arabic and English, the NPQ fills a longstanding gap in the talent landscape while maintaining global relevance through theoretical coherence, robust validation and scalability.

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