



# m4Ddq2

Mindset for Digital Agility Quotient  
Second Edition

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## Interpretative Report

NAME

QUESTIONNAIRE CODE

2799827

TEST DATE

2025-10-26

CUSTOMER CODE

People\_1746178407711

QUESTIONNAIRE SITUATION



## User data

GENDER

**Female**

DATE OF BIRTH

**13.08.83**

AGE

EDUCATION

**Master's degree**

AREA OF RESIDENCE IN ITALY

**Center**

PROFESSION

DEPARTAMENT

INDUSTRY

ORGANIZATIONAL LEVEL

JOB TENURE (YEARS)

NUMBER OF PEOPLE COORDINATED

COMPANY SIZE



## Introduction

Digital agility is a multidimensional construct that identifies the propensity to act and interact in an agile and adaptable way in increasingly digital organizational contexts, characterized by continuous evolutions and transformations that require speed, flexibility and the ability to feel at ease with technology and the complexity.

The *Mindset for Digital Agility Quotient - Second Edition* (M<sub>4</sub>DAQ2) measures the mindset and the behaviors that, in the context of digital transformation, allow to:

- a) activate agile and fluid ways of thinking to approach problems and situations in an evolutionary way and be successful in the digital environment;
- b) operate, collaborate and learn in dynamic and constantly changing contexts.

It allows, therefore, to evaluate those transversal skills of the person that allow them to operate effectively in complex and rapidly evolving contexts and to detect their approach in the use of digital technologies and tools.

## Structure

The M<sub>4</sub>DAQ2 test was developed in Italy in 2019 as an evolution of the first version of this tool (M4DAQ) published in 2017. It is composed by 67 items, organized into 9 factors that are grouped into 4 macro-areas (Cognitive agility, Challenge agility, Social agility and Behavioral agility), plus a General Index. The tool is also equipped with the Positive Impression scale, which is aimed at providing some indicators of the quality of the answers given by the subject and on the validity of the protocol. Finally, the report presents the individual's Mindset matrix.

Compared to the first version of the tool, M<sub>4</sub>DAQ2 has the following new features:

- revision of the theoretical model, adapted taking into account the latest indications at European level (contained in DigComp 2.1) and updates regarding the protection of citizens' privacy (GDPR);
- greater simplicity and speed of administration, thanks to the reduction of items that lowered from 88 to 67;
- improvement of psychometric properties, in particular with regard to the reliability of the scales.

Below is the detail of the macro-areas and the factors that compose M4DAQ2.

**Cognitive agility** describes the propensity to improve performance in contexts, such as those of today, characterized by progressive change and such as to require constant adaptations. Cognitive agility is identified through two dimensions: **Tolerance to uncertainty** and **Openness to change**. Being agile in these dimensions means having the ability to respond effectively to complex environmental stimuli, using dynamic and versatile solutions. Being cognitively agile is especially useful in work contexts characterized by innovation, rapid changes, a high level of stress and non-homologable and creative operating procedures.

**Challenge agility** describes the aptitude to seek new and challenging situations in which to test oneself. Identify people who feel comfortable in unstructured, uncertain and potentially risky situations where failure is a real possibility. These persons are generally not afraid to rely on their intuitions and are able to take advantage of fast transformations and changes. It consists of two basic components: **Reliance on intuition** and **Risk propensity**. These dimensions, when excessive, could be harmful to oneself or to the contexts in which the subject works.



**Social agility** describes the propensity to move in work contexts taking into account the attitudes and skills of colleagues/collaborators. It allows to create a climate of sharing and mutual support, as well as promoting professional growth and the development of a sense of belonging to the organizational reality. It is composed of two dimensions: **Online reputation** and **Collaboration through technology**. Being socially agile is above all useful in all those situations where team coordination (vertical and horizontal) and mutual sharing are fundamental aspects for achieving the goal.

**Behavioral agility** describes the aptitude to use technological tools as an integral part of professional and personal activities, together with the tendency to use Internet to acquire knowledge, find information and build own professionally recognized digital identity. Behavioral Agility presupposes an ethical and prudent use of these tools to preserve the security of oneself and of information shared on the Internet. It is, in fact, made up of three dimensions: **Digital usage**, **Digital security** and **Digital wellbeing**.

## Use of report

The evaluation of the results emerging from the administration of a psychometric test such as M<sub>4</sub>DAQ2 must be carried out by qualified professionals and supplemented by additional sources of information such as interviews, biographical data or the results of other evaluations.

It is also important to take into account that the results presented in this document are based on a self-assessment, therefore on the perception that the person has of their own skills and behaviors, which does not necessarily reflect how others see he/she. The truthfulness of the results also depends on the honesty with which the person answered to the items and their degree of self-awareness.

Finally, we remind you that M<sub>4</sub>DAQ2 is aimed at measuring individual dispositions that reflect on the way in which the person approaches certain spheres of work and private life. In this sense, there are no "right" or "wrong" answers: everyone's style has their own strengths and weaknesses and determines the inclination to perform specific activities or tasks, or to assume certain roles.

The content of this report is sensitive and must be treated strictly confidential and with respect of the privacy of the subject to whom it refers.



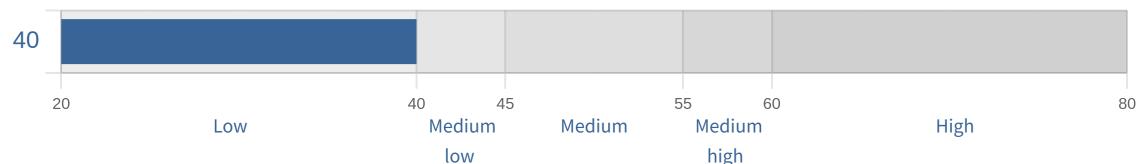
## 1. General profile

Scale	Rough score	T point
Positive impression	8	40
General index	501	62
Cognitive agility	106	53
Challenge agility	99	49
Social agility	124	64
Behavioural agility	150	50
Tolerance to uncertainty	30	48
Openness to change	24	58
Reliance on intuition	11	44
Risk propensity	23	56
Online reputation	22	57
Collaboration through technology	24	68
Digital usage	29	57
Digital security	11	45
Digital wellbeing	10	47

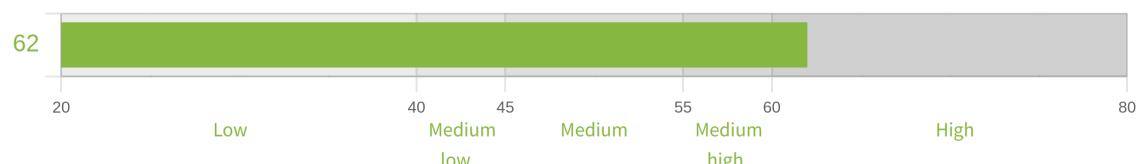


## Graphic representation\*

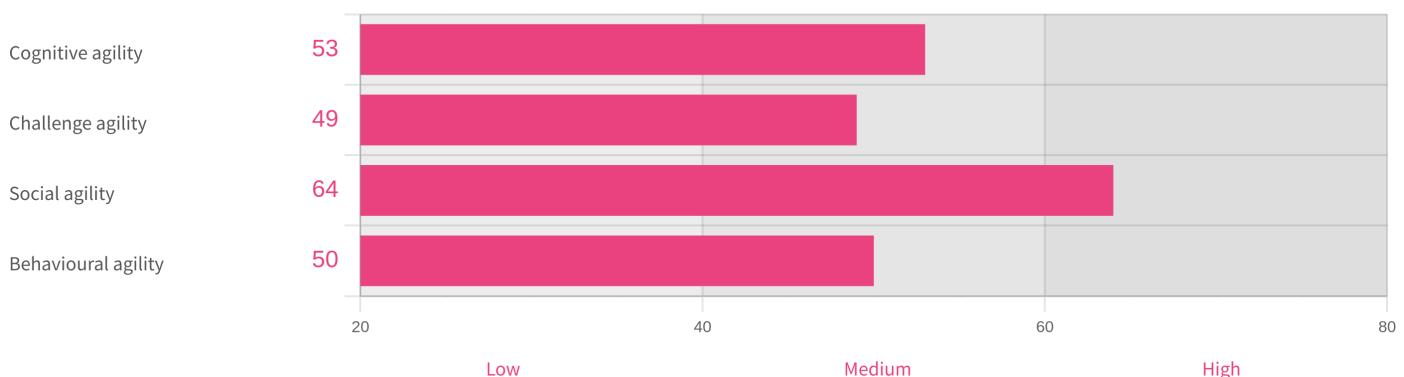
### Positive impression



### General index



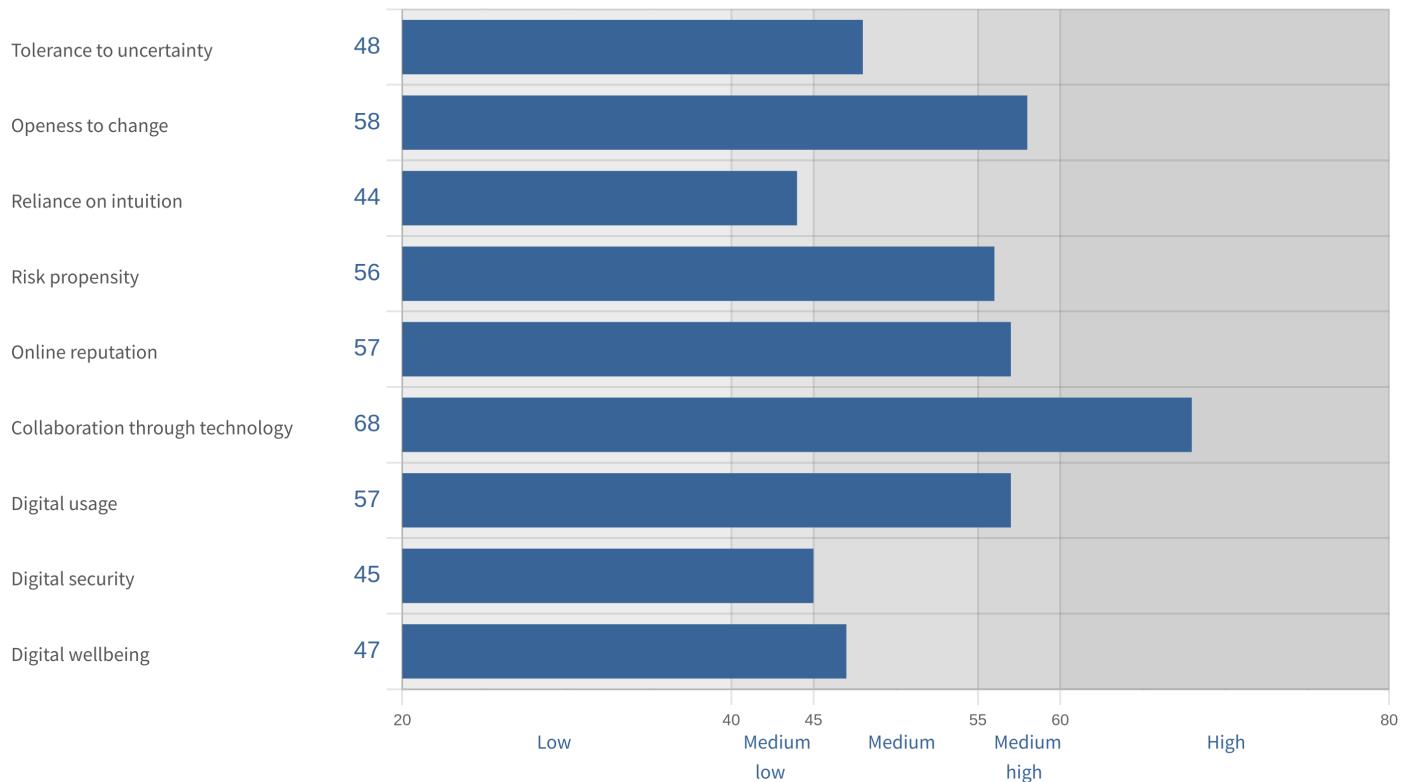
### Macro-areas



\*Only the range of values from 20 to 80 T points is represented in the graphs. Scores below 20 are represented by a bar at the lower limit, whereas scores above 80 are represented by a bar which goes to the upper limit. The subject's T score is shown on the left side of the graph, and is also included in the table shown on the previous page.



## Scales

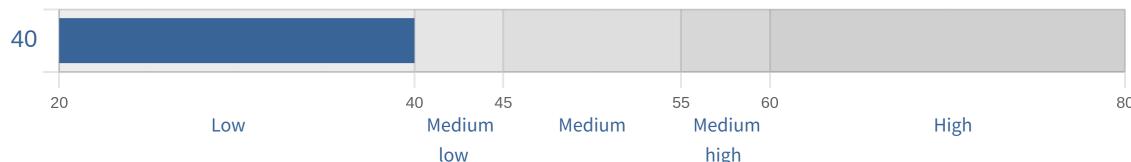


## Scale profiles

This section of the report, reserved exclusively for the professional/consultant, contains the interpretative textual profiles and can be used as a starting point for the drafting of personalized profiles. In fact, please note that any text contained in a digital report must be considered as a hypothesis that requires confirmation and further deepening from other sources of information, such as the interview.

### Positive impression

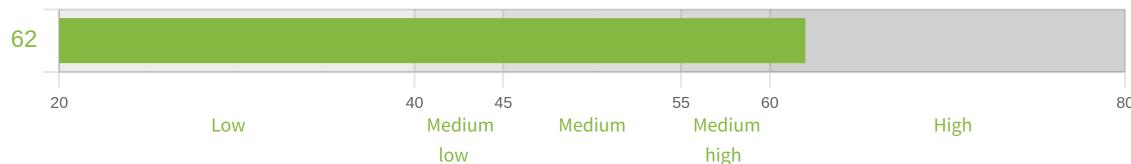
Tendency to describe oneself in a positive light. High scores may indicate either consciously falsifying the responses or high self-esteem, likely correlated to a lack of awareness of one's actual aptitudes and skills, leading to involuntarily distorting the responses in a positive sense. In the event of high or low scores, we recommend checking whether the individual has misunderstood the test items, has an extreme positive or negative perception of him/herself, or is going through a particular time in his/her life.



Very much forward-looking, they tend to generate innovative ideas and immediately foresee their possible evolutions. They predominantly consider their intuition rather than objective information they have available and make quick decisions, relying more on their gut feelings.

These answers could denote the subject's willingness to answer truthfully, but they could also indicate poorly suitable and inappropriate attitudes in some social contexts or spheres of private life. For this reason, an in-depth examination is recommended during the interview.

## General index



These individuals exhibit a strong predisposition to working and interacting in a deft and adaptable manner in “digital” organisational environments that tend to be fast, open, and dynamic in nature. These environments require individuals to approach problems in a progressive manner and work with a perspective of collaboration and development, in addition to requiring them to be comfortable with technology. At times, they may not give appropriate consideration to more conventional communication and work methods, finding it difficult to work in organisational environments based on these.

To identify which factors contribute most to a subject's score, test users must look at individual scales and their definitions. These are discussed in the following sections of the report.

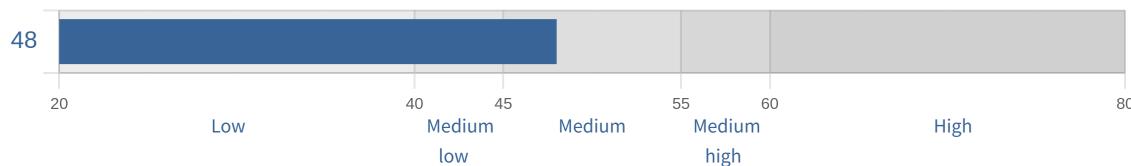


## Cognitive agility



## Tolerance to uncertainty

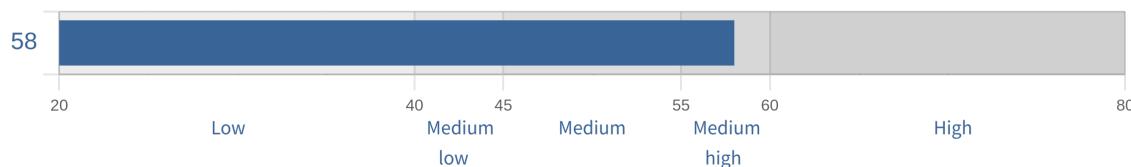
Propensity to accept and face, even emotionally, situations with high levels of uncertainty and insecurity. This is typical of individuals who perceive themselves as being inclined to deal with confusing, chaotic, rapidly changing situations. Individuals who are tolerant of uncertainty do not necessarily deny the threat deriving from the possibility of unpredictable developments, but they accept it in a positive manner and calmly deal with the difficulty.



Even in situations with high levels of uncertainty and ambiguity, they act in a sufficiently effective manner, maintaining adequate control over their emotions. They do not seem to let themselves be overwhelmed or disoriented by a lack of reference points or by quick changes in plans, still succeeding in dealing with problems even with operating methods that differ from the usual.

## Openness to change

Propensity to see and seek out new information from the surrounding environment, which translates into the capacity to read change as a favourable condition necessary for one's professional and personal evolution. This characterises individuals who are attracted by new and unexpected situations, who are willing to open themselves to new experiences, maintaining a constructive attitude. It indicates the tendency to question oneself and seek out opportunities to improve oneself and one's performance. It is a curious characteristic that expresses self-confidence and faith in one's skills.



They are generally inclined to take advantage of some of the opportunities inherent in change when it is manifested explicitly. Despite not actively seeking out change and challenging situations, when faced with them, they still exhibit a constructive attitude and put into action generally appropriate behaviours. They may focus mainly on the concrete aspects of situations and only later seek out different approaches to improve themselves and make their actions more effective. It is important to keep in mind that the subject's score has shifted towards the upper extreme (medium-high range scores), therefore the assessor must consider that what is described above is present with higher intensity and effectiveness.

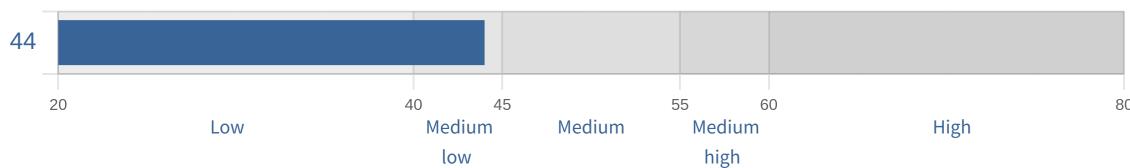


## Challenge agility



## Reliance on intuition

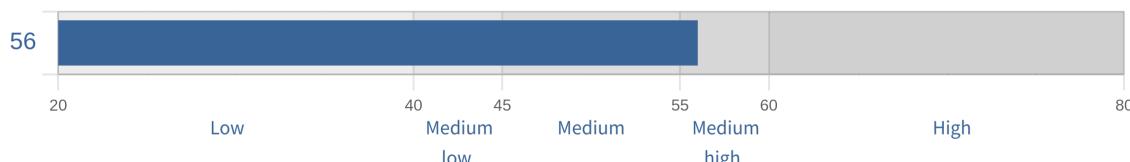
Propensity to listen to one's feelings and rely on intuition consciously to quickly find one's bearings in situations, even if they are new or uncertain. It is the prerogative of individuals who use associative thought rather than linear logic to solve problems, who have a holistic perception of situations and are less aware of the thought process that they put into action.



They are quite inclined to listen to their feelings and give adequate space to intuition when a rational approach does not allow them to reach effective solutions. Likewise, however, they are aware of the errors that may arise from a decision-making process based more on experience and intuition than on carefully analysing objective data. They act mindfully, without taking excessive risks. They understand the possible effects of innovative ideas developed by others and offer to help turn them into reality, maintaining a concrete, active approach. It is important to keep in mind that the subject's score is shifted towards the lower extreme (medium-low range scores), therefore the assessor must consider that what is described above is present with lower intensity and effectiveness.

## Risk propensity

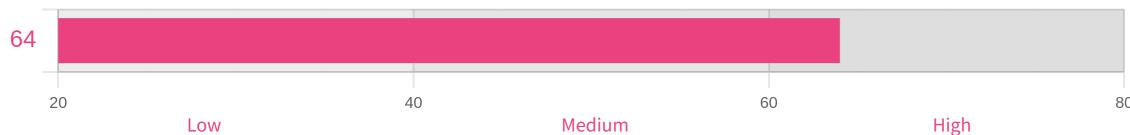
Tendency to take risks in the workplace where an individual is called to act or make decisions in situations with uncertain or unpredictable results. Correlated to characteristics such as proactiveness, assertiveness, and openness to new and different things, risk propensity characterises individuals with a strong drive to realise innovative, entrepreneurial, and creative projects.



Depending on the situation and the environment they find themselves working in, they are able to discern when to follow a more linear, consolidated operating method and when, instead, to lean more toward solutions that imply a risk component. This approach allows them to integrate innovation and change without exposing themselves and their organisation to unjustified, unnecessary risks. It is important to keep in mind that the subject's score has shifted towards the upper extreme (medium-high range scores), therefore the assessor must consider that what is described above is present with higher intensity and effectiveness.

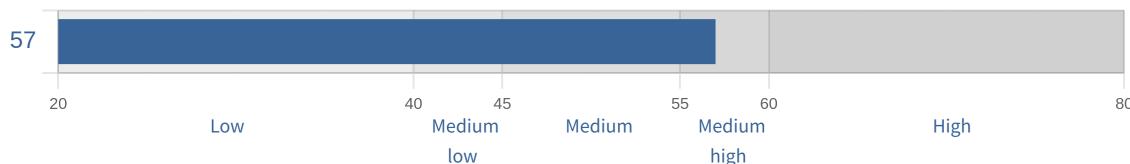


## Social agility



## Online reputation

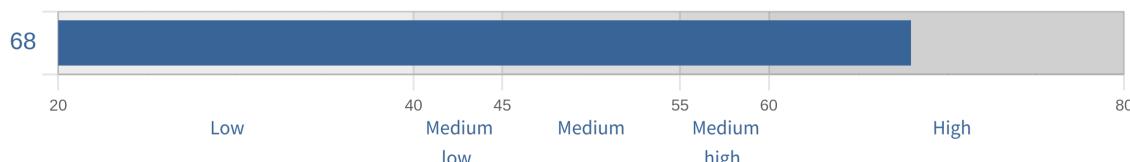
Tendency to turn to the internet to publicise a good reputation of oneself as a person and a professional. This characterises individuals who build their professional image by carefully using the many online channels, looking after the quality of the contents and information posted about themselves. This implies attentive knowledge of the web, giving these individuals considerable familiarity and confidence in selecting and managing their image online.



They quite frequently use online channels to build their professional image. They generally share true information about themselves and contents that are consistent with the activities they do and the work environment they take part in. They appear reasonably careful in monitoring their online reputation and in using the internet to publicise their professional identity. It is important to keep in mind that the subject's score has shifted towards the upper extreme (medium-high range scores), therefore the assessor must consider that what is described above is present with higher intensity and effectiveness.

## Collaboration through technology

Propensity to constantly contribute to reaching company goals, using technology to share one's knowledge and skills. It is typical of individuals who easily use online tools and platforms to manage even complex projects, achieved through the contribution of resources working in virtual teams who do not share the same physical spaces.



They are highly inclined to work in synergy with virtual teams and colleagues working remotely. They use digital technology of their own accord to facilitate sharing and exchanging skills, as well as returning feedback on work done. They actively and effectively contribute to the common goal, easily using all channels of available online communication and every form of remote work (working from home, teleworking, etc.). At times, they may oppose conventional work modes used by others.

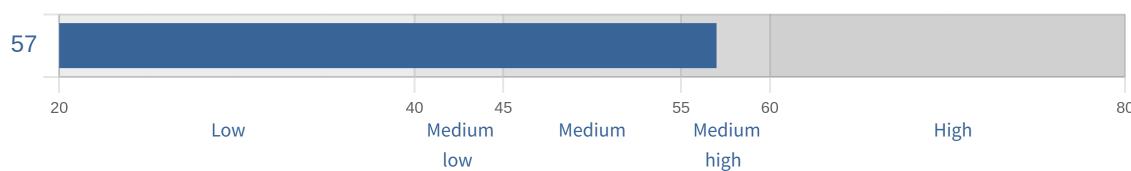


## Behavioural agility



## Digital usage

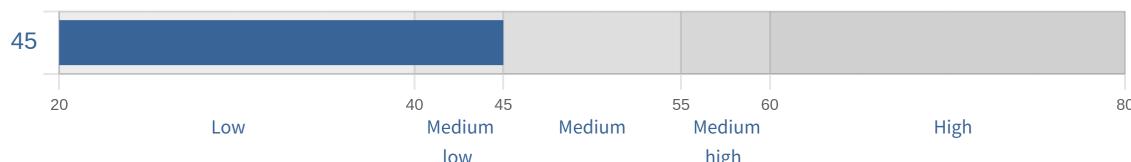
Tendency to fully integrate the use of digital technology in one's daily life, to the point that they are no longer thought of as optional but as a preferential way of behaving and managing both work and personal activities. It characterises individuals who use the latest digital devices and platforms with ease and enjoyment to keep themselves updated and communicate with others.



They have a certain systematic approach to digital technology, using it appropriately for the most part with respect to their potential, both at work and in their personal lives. Despite using digital devices and platforms, they are not always particularly interested in them, taking only partial advantage of the opportunities they offer to keep updated and for professional development. It is important to keep in mind that the subject's score has shifted towards the upper extreme (medium-high range scores), therefore the assessor must consider that what is described above is present with higher intensity and effectiveness.

## Digital security

Propensity to actively behave ethically, securely, and respecting national and international regulations governing the use of digital contents and connections on online channels. It is the prerogative of individuals who are aware of the risks and negative repercussions that may derive from improperly using digital contents and information sourced online or acquired through social networks.

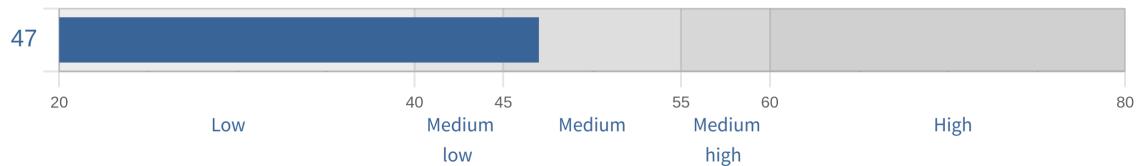


They exhibit sufficient knowledge of the regulations governing online behaviour. They are generally attentive to the aspects regarding the ethics and security of their actions in digital settings and, for the most part, use materials and information sourced online properly. They appear to be sufficiently aware of the consequences deriving from inappropriate use of digital contents and sharing them. It is important to keep in mind that the subject's score is shifted towards the lower extreme (medium-low range scores), therefore the assessor must consider that what is described above is present with lower intensity and effectiveness.



## Digital wellbeing

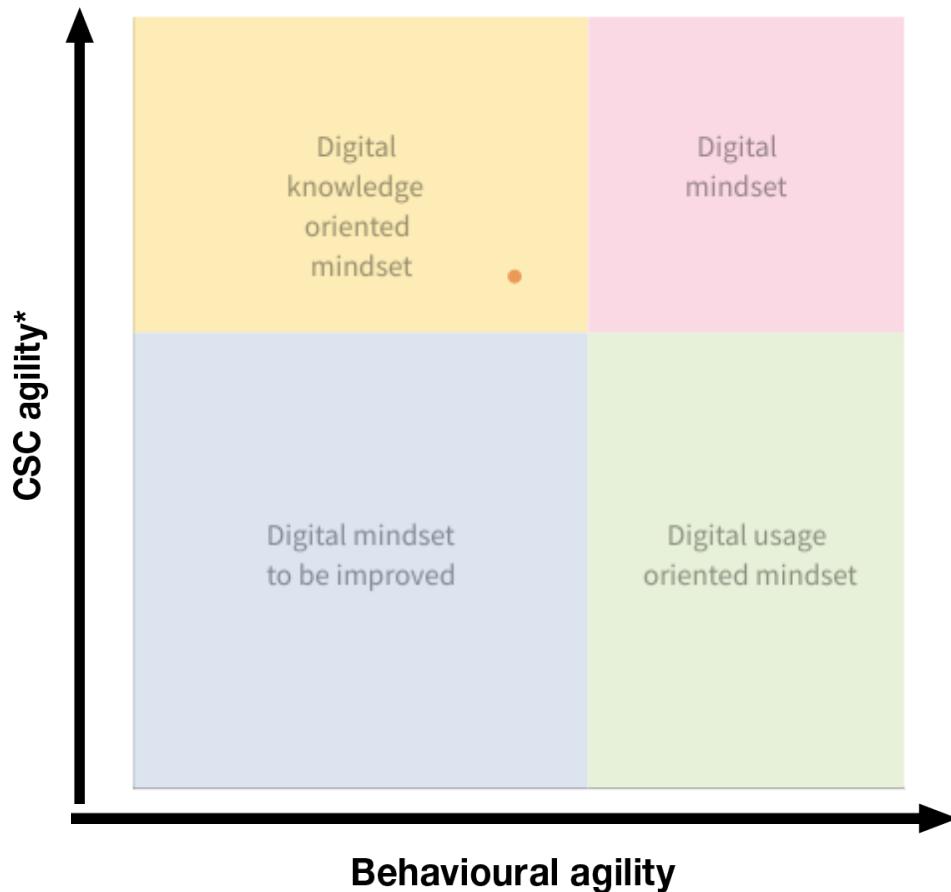
Propensity to protect oneself from the risk of digital tools excessively intruding on one's life. It is typical of individuals who are able to understand and prevent threats to their psychophysical health and wellbeing due to the overuse of tools and technology and to hyperconnectivity.



They adequately understand the negative effects and risks that excessively using technology can have on their psychophysical health and wellbeing. When on breaks or away from work, they are generally able to not be hyperconnected and limit checking work-related communications.



## 2. Mindset matrix



\*CSC Agility is derived from the combination of Cognitive Agility, Social Agility and Agility in Challenging Contexts. High scores in this dimension are given by high scores of Cognitive Agility and Social Agility combined with average scores of Agility in Challenging Contexts.

 = indicates the participant's location.

The scores obtained from the person show a strong presence of characteristics that distinguish CSC Agility and a lesser propensity for Behavioral Agility. These results place the person in the "Digital knowledge oriented mindset" quadrant, which is not particularly frequent and can be found in approximately 12% of the population.

People in this quadrant are inclined towards a digital mindset, curious, have extensive knowledge of technology, and are up-to-date on the latest innovations. However, they are not yet utilizing technology to its fullest potential, and could therefore further develop their propensity for using digital devices.

Individual scale scores need to be referred to in order to understand how they contribute to the person's positioning in the "Digital knowledge oriented mindset" quadrant.

#	R	#	R	#	R	#	R	#	R	#	R	#	R	#	R	#	R	#	R
001	3	002	2	003	3	004	2	005	4	006	2	007	3	008	2	009	5	010	2
011	4	012	4	013	3	014	2	015	3	016	3	017	4	018	4	019	3	020	4
021	2	022	3	023	2	024	4	025	3	026	2	027	4	028	2	029	4	030	3
031	3	032	5	033	4	034	3	035	4	036	3	037	4	038	3	039	1	040	4
041	5	042	4	043	4	044	4	045	3	046	2	047	4	048	3	049	3	050	3
051	4	052	3	053	3	054	4	055	3	056	3	057	2	058	4	059	4	060	3
061	3	062	5	063	3	064	3	065	3	066	2	067	4						

