

## **15 Factor Questionnaire Plus**

**Sam Sample**

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**30<sup>th</sup> April 2010**

N.B. This is a strictly confidential assessment report on Sam Sample which is to be used under the guidance of a trained professional. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam. This analysis should be considered in the context of other relevant information such as actual experience, vocational interests, skills and aptitudes.

# Introduction

## Waiver

The 15FQ+ is an indicator only. This report must be interpreted in the context of other relevant factors.

## Context

This profile arises from a self-report questionnaire and must be interpreted in the context of other relevant factors, such as actual experience, vocational interests, training, personality, motivation, skills and aptitudes. The 15FQ+ is **not** a test of ability.

## Norm Group

The ratings and commentary in this report are relative to a comparison group of 13200 NZ Respondents.

## 15FQ+ Personality Questionnaire Ratings

This questionnaire has been specifically compiled to evaluate a wide range of personal traits and attributes. The report is presented in the following format:

- Executive Summary
- Interpersonal Style
- Thinking Style
- Coping Style
- Team Role Orientation
- Leadership Style
- Subordinate Style
- Influencing Style
- Career Themes
- Personality Profile Chart
- Big-Five Indicator
- Additional Measures

# Executive Summary

The following section lists a number of points which can be inferred from Sam's assessment report.

## Potential Strengths

- Will prefer to avoid making hasty decisions.
- Will tend to have a high sense of personal obligation, setting himself high (at times ambitious) standards which he will make every effort to reach.
- Will be inclined to question traditional beliefs and outmoded practices.
- May be self-sufficient, without the need for group support.
- Will tend to feel unrestricted by protocol and established values.
- Is in touch with his emotions and will tend to express his feelings openly without being concerned about always making a good impression.
- May be effective working independently, not needing to be constantly surrounded by people.
- Has the ability and inclination to look beyond the obvious.
- May show creative, self-expressive tendencies.
- With a tendency toward the unconventional and creative, he may be effective in generating original, possibly radical, solutions to problems.

## Potential Development Needs

- May tend to deliberate a little too much at times, and avoid making some decisions.
- May lack self-confidence and be prone to feelings of self-doubt.
- May tend to be highly critical of the status quo.
- May tend to be something of a loner and not "walk the talk" as much as might be necessary.
- May show insufficient concern for protocol and established values.
- May experience difficulty when working under conditions of continual or acute pressure.
- May tend to feel uncomfortable in situations in which he has to constantly meet new people.
- May not be sufficiently pragmatic and may be inattentive to practical matters.
- May become somewhat defensive if his ideas are criticised.

# Personality Assessment

## Validity Scales

The 15FQ+ contains a number of measures that examine the way in which the respondent has approached the questionnaire. The response style indicators would suggest that Sam was quite happy to present himself openly and candidly, without wishing to project an overly positive image of himself. The picture he has presented of himself would suggest that he is not overly concerned to be seen in a unrealistic, socially desirable light. Please note that response style indicators should be treated with some degree of caution and any suggestions made should always be corroborated during feedback.

## Interpersonal Style

Sam's interpersonal style is extremely introverted. That is, his attention and energies will be oriented towards things rather than people. His tendency towards inhibition with people will make him appear to lack self-confidence and expressiveness in social situations. People may find it very difficult to get close to him. His tendency to withdraw from social interaction, may, at times, be interpreted as cool disinterest and a lack of interpersonal warmth. This is probably more of a reflection of him being in his element when working alone with relatively little personal contact. He simply derives his satisfaction from solitary activities rather than those activities that require a great deal of interpersonal contact. On his own, engaged in solitary pastimes, he will not feel threatened.

Extremely sober and serious in his approach to life, he may find it difficult to let go in social situations. He may come across as wooden and lacking in spontaneity. Unexpected events or rapidly changing situations may put him off-balance and upset him. Being somewhat retiring and quite self-conscious, he may wish to avoid high-profile participation in social gatherings. He may experience a degree of embarrassment if unexpectedly made the focus of group attention. He is likely to expend nervous energy performing on the social stage and in group situations and when meeting new people. Outside familiar circles, he may come across as slightly inhibited and formal, his conversation appearing somewhat hesitant at times. A possible exception to this is when discussing matters of an intellectual nature, when he is likely to feel confident. He is an extremely self-sufficient and self-reliant person, who does not need group contact and participation.

Somewhat questioning in nature, people may see him as being sceptical and cynical. Although, this more a reflection of his social persona than of his true feelings. Extremely competitive, but lacking assertiveness and social confidence, he is likely to avoid directly challenging others.

As adaptable and accommodating as the norm, Sam's initial approach is to give people the benefit of the doubt. If he feels that his trust is being abused, his tolerance may rapidly turn to scepticism. In personal exchanges Sam maintains a balance by not being overbearing nor being too easily dominated. He will assert himself or give way as the situation demands. He is no more or less assertive than most people. Somewhat forthright, genuine and rather outspoken, when asked for an opinion, Sam may on occasion, unintentionally (or otherwise) express himself in a

direct and uncalculated manner.

### **Thinking Style**

Sam should, in most situations, be able to strike a balance between viewing things from an intuitive, subjective perspective and a rational, objective stance. While not being overly speculative in his approach, he is nonetheless likely to be as receptive to experiences and emotions as most. Naturally curious about things he tends to go beyond the obvious. Somewhat unconventional in his attitudes and opinions, his views may tend to be at variance with those of most people. This may lead him to question older, established points of view and be reticent about accepting the status-quo. He is neither excessively hard-headed, tough and utilitarian nor highly soft-hearted and sentimental. Having an appreciation of aesthetic issues whilst keeping functional considerations in mind, he strikes a balance between the rational and the emotional in decision-making. He is inclined to be abstract-thinking and highly introspective, and as creatively-orientated as most. He will usually prefer to be involved in idea generation, leaving the implementation of ideas to others. Having moderate levels of aesthetic sensitivity, the ideas he generates may not always be practical.

Having below average levels of self-control, Sam's behaviour and attitudes are more a function of his own personal belief system than social norms and expectations. Free-thinking, quite spontaneous, and not having particularly high levels of self-discipline or self-control, he is not likely to be overly concerned about his social standing. He may prefer to relate casually to others rather than strictly observe formality and social etiquette. A person's status, position or authority is unlikely to carry much weight with him - he will tend to view people on their merits. However, being diplomatic and aware of the impact he may have on others, these attitudes may not always be evident.

Not wishing to spend excessive amounts of time on the detailed aspects of a task, he will be happy attending to detailed systems and procedures if this is a necessary part of the role. As far as rules and regulations procedures are concerned, whilst he will acknowledge their contribution, he may not wish to be tightly bound by them at all times.

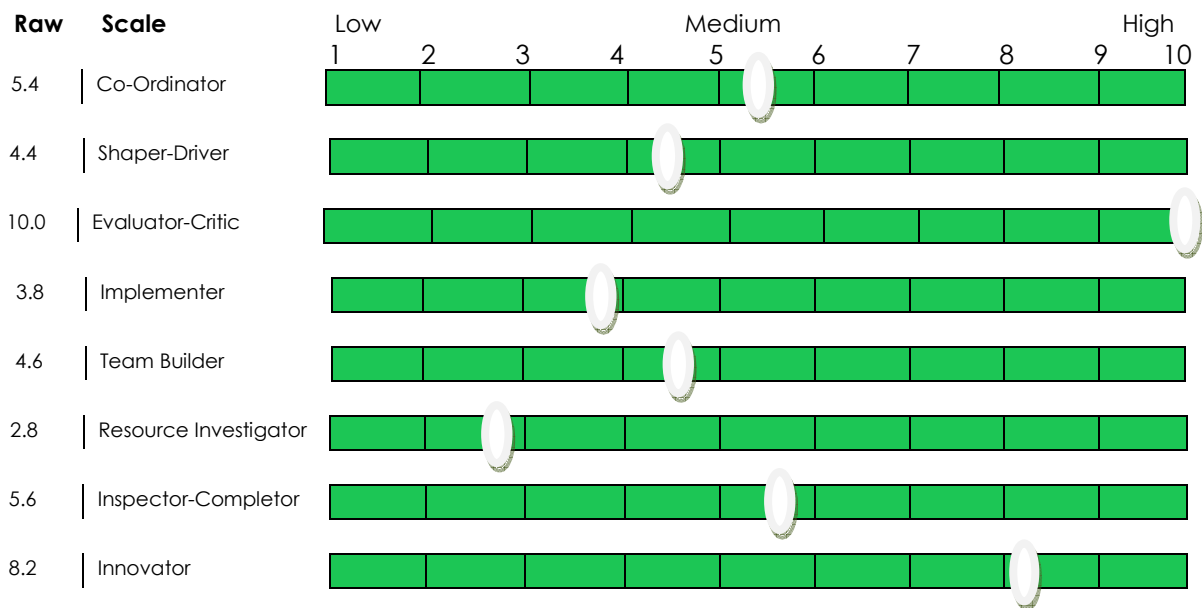
### **Coping Style**

Sam is currently experiencing above average levels of anxiety. Somewhat more prone to mood swings than most and he may have difficulty in finding sufficient energy to meet challenging situations. Rather lacking in emotional resilience, he is likely to experience some stress when placed under pressure. Tending to be swayed by his emotions, some people may view him as being changeable and at times unpredictable. There is a tendency for him to worry over real or imagined past mistakes, doubting his ability to overcome problems and obstacles. At times somewhat apprehensive about the future, these doubts may possibly undermine his self-confidence. Somewhat inclined to worry about how others may see him he is likely to feel anxious in social situations. At times being a little harsh on himself, he may have some difficulty meeting his own standards. This may however act as a positive source of motivation, prompting him to devote energy and attention to tasks.

As relaxed and composed as most, Sam is not usually troubled by feelings of irritability and tension. Like most people, however, he may become a little restless or tense when under pressure but this should not cause him undue problems as he is likely to be able to relax without too much difficulty. Whilst minor irritations should not generally upset him, if his goals are repeatedly frustrated he may become impatient or annoyed.

# Team Roles

The Team Roles describe how Sam is likely to interact with his colleagues in a team situation. The specific ways in which he will express his preferred team style may, however, vary according to the situation. In addition, this behavioural style takes no account of his intellectual approach to problems and the quality of his decisions. The scores below indicate Sam's general propensity for a particular team role orientation. It must be noted that different styles may be adopted according to the demands of the situation and consequently a description of Sam's predominant and secondary team styles is provided.

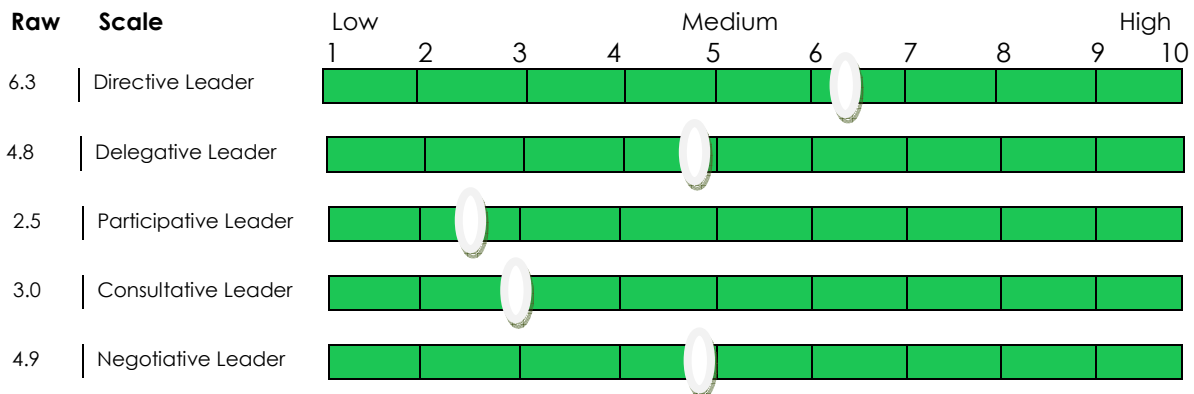


## Team Role Combination – Evaluator-Critic/Innovator

Sam is likely to have a shrewd and penetrating mind, together with the capacity to evaluate his own ideas and those of others and come up with an integrative statement about what should be done. Although he is likely to have the capacity to be creative himself, his tendency may be to sit back and think while others do the talking. His keen critical abilities may help him to sort through ideas with the effect that his contributions will be planned carefully. However, his somewhat sceptical style and capacity to identify the flaws in arguments may cause him to censor himself and thus inhibit his own ability to be innovative. Perhaps he could make a more creative contribution in a group if he was encouraged to reveal his own thoughts more regularly instead of coming in only to evaluate the ideas of others. However, this may not be an easy stance for him to take because he gets caught up in his own thoughts and plans and does not necessarily share them with others. Hence, he may work best when he is encouraged to positively state a position that incorporates expertise into a group plan of action. Given the right circumstances, he could be an excellent strategist.

# Leadership Styles

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Sam is most likely to adopt. This may be of relevance to a variety of situations where there is a requirement to manage others. As with most personality characteristics, the profile only describes Sam's most likely styles and not performance. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



## Primary Leadership Style: Directive Leader

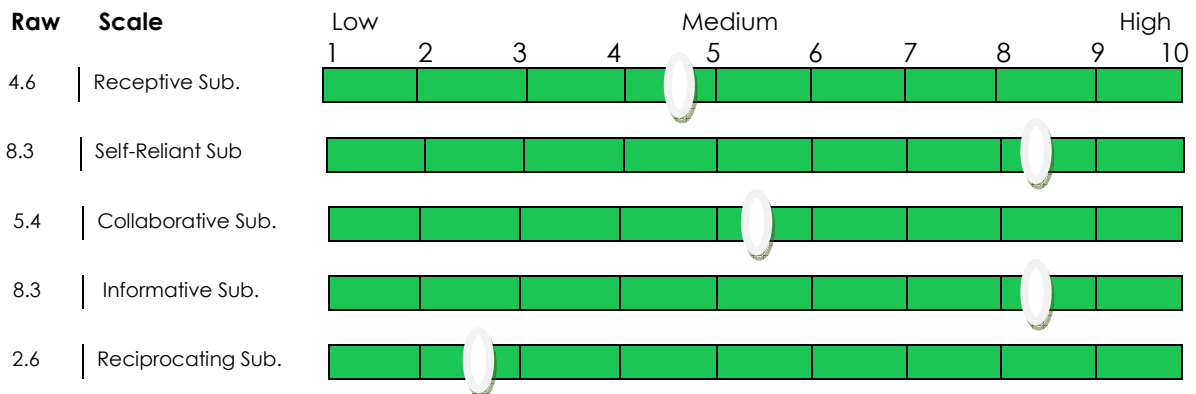
Directive Leaders are characterised by having firm views about how and when things should be done. As such they leave little leeway for subordinates to display independence, believing that they should adhere to the methods and schedules as originally laid down. Having a high goal-orientation and being particularly concerned with results the Directive Leader will tend to closely monitor the behaviour and performance of others. This may lead them to be perceived as a little cool and detached. This impression may be reinforced by the fact that they will be lead by their own opinions rather than inviting others to contribute their ideas. Being a particularly self-directed leader may lead to the ideas of others to be excluded from consideration at the expense of their own. However, this will only prove to be problematic should their own judgement and abilities be called into question.

## Secondary Leadership Style: Negotiative Leader

Negotiative Leaders motivate subordinates by encouraging them, through incentives etc., to work towards common objectives. Hence, through a process of negotiation attempts will be made to arrive at some mutually equitable arrangement with the other members of the team so as to motivate them to work in a particular way. Negotiative Leaders tend to rely on their skills of persuasion to achieve their stated goals. Many Negotiative Leaders have well developed image management skills and they typically utilise these to moderate their approach according to the circumstances in which they find themselves. This capability, coupled with a desire to achieve, can mean that sometimes they adopt unconventional methods to achieve their desired objectives.

# Subordinate Styles

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Sam is most likely to adopt. This may be of relevance to a variety of situations where a particular management style is in place. As with most personality characteristics, the profile only describes the style of management to which Sam is most likely to respond and not effectiveness. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



## Primary Subordinate Style: Self-Reliant Subordinate

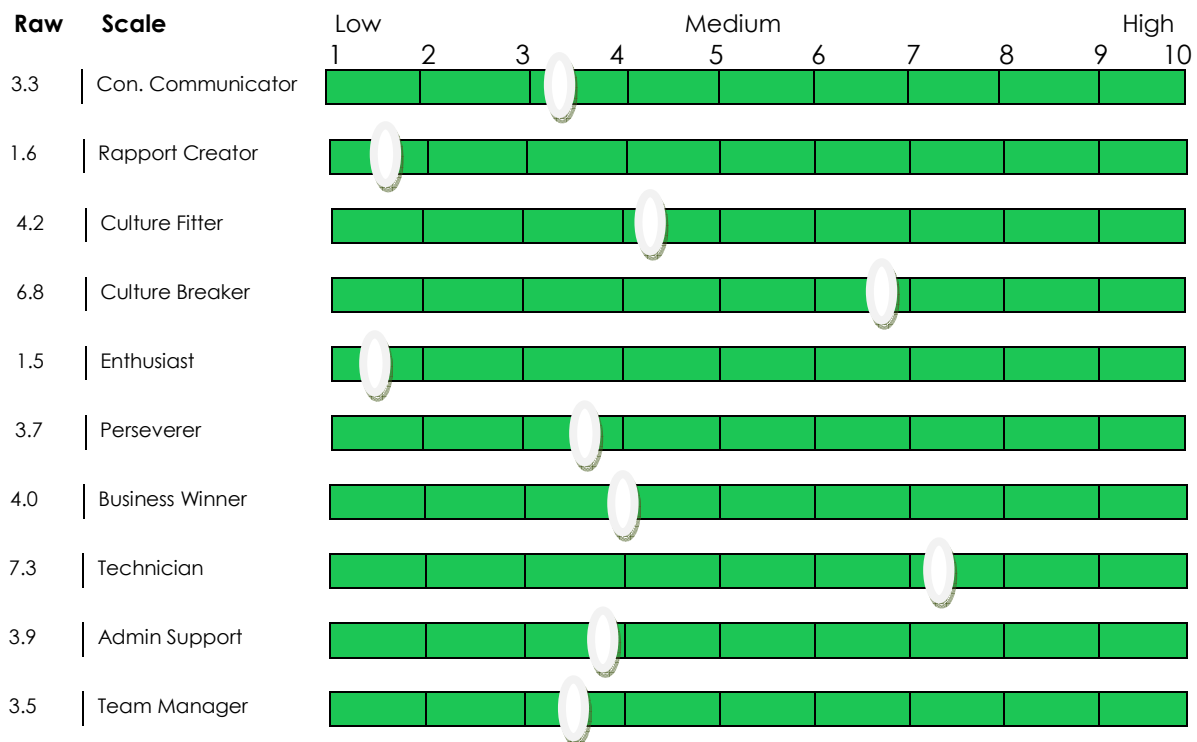
Self-Reliant Subordinates tend to be most effective when working in an environment that allows them freedom to express their own ideas. They are generally innovative individuals who are also concerned with achieving results; thus, their ideas will typically be imaginative but tailored to solving the particular problem in question. However, problems may occur if such individuals are required to work in environments that require strict adherence to existing procedures and methods. In such situations Self-Reliant Subordinates tend to feel that their individuality is being stifled thus causing them to become discontented and irritable. It would therefore be inappropriate to pair them with a manager with a directive style as this will invariably result in a mismatch of approaches.

## Secondary Subordinate Style: Informative Subordinate

Managers generally approach Informative Subordinates in the knowledge that their ideas and opinions will be sound and informed. Informed Subordinates typically produce creative ideas and innovative solutions. Their capacity to subject their own ideas and those of others to a detailed critical analysis usually means that their proposed solutions rarely have any major flaws. Consultative Leaders will value such individuals within their team, viewing them as a useful and reliable source of information.

# Influencing Styles

The Influencing Styles describe which of a range of styles Sam is most likely to adopt. This may be of interest in relevance to a variety of situations where there is a requirement to influence others or sell a product, service or idea. As with most personality characteristics, the profile only describes Sam's most likely styles and not performance. Effective performance will depend on many factors including the type of product, the customer, the specific situation and the organisational culture in which the individual is operating. Equally, different styles may be adopted according to the demands of the situation and consequently a description of Sam's predominant and secondary influencing style is provided.



## Primary Influencing Style: Technician

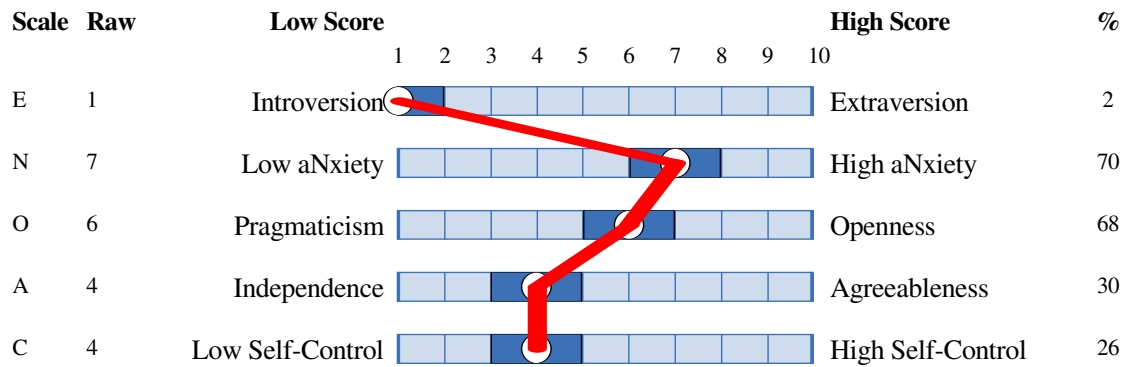
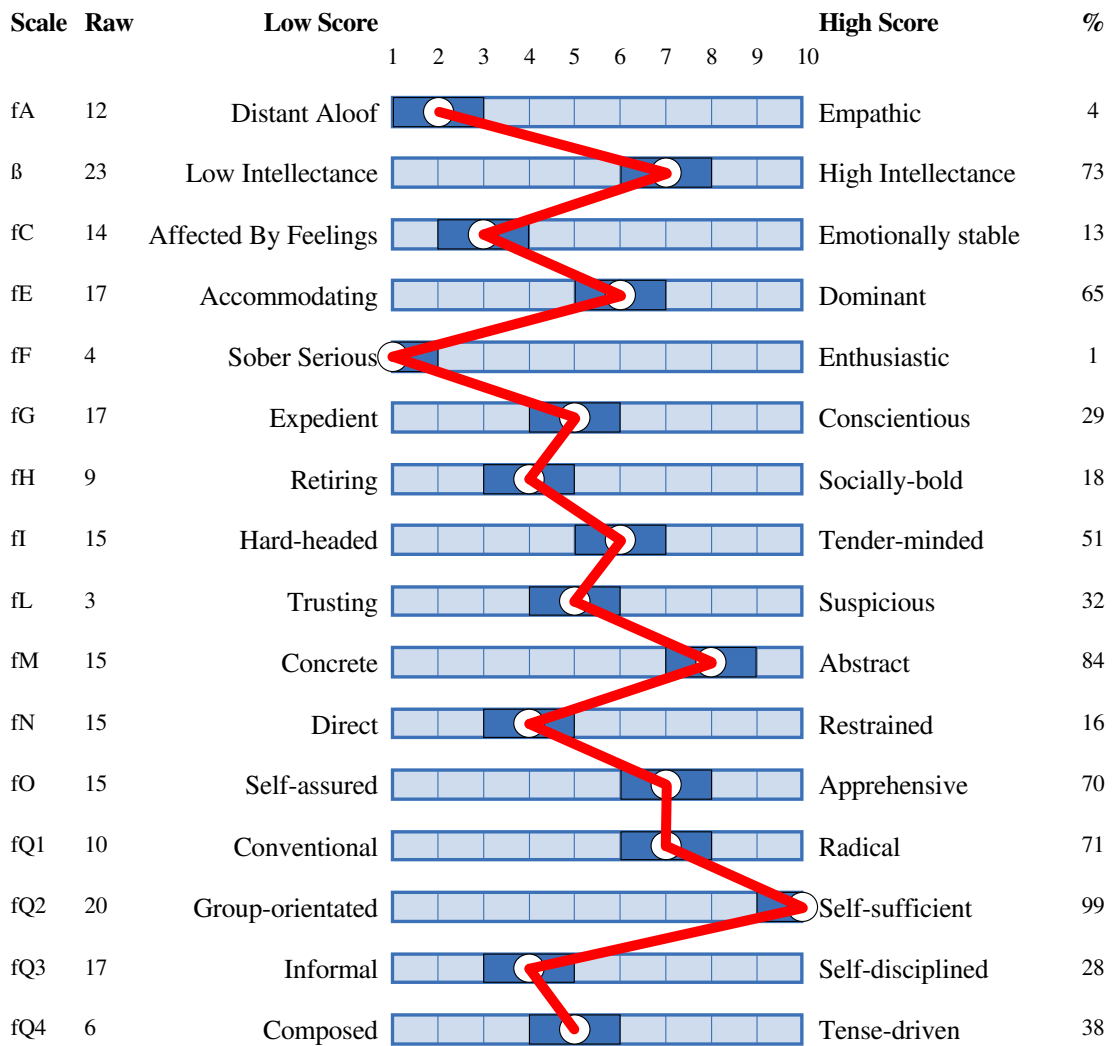
The Technical Advisor usually has talents or expertise in one or more specific area. As such, they can often be found working with ideas, goods and services that are "hi-tech" in nature. The Technical Advisor derives significant satisfaction by using their knowledge of their area to help clients define their needs. More often than not, this enables the Technical Advisor to identify a sound solution that is appropriate for the needs of their client. Temperamentally, Technical Advisors have the ability to gain the trust of their audience who will tend to feel assured that they on the receiving end of solid and impartial advice.

## Secondary Influencing Style: Culture Breaker

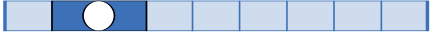

In contrast to many other approaches the Culture Breaker will generally take a radical stance, presenting ideas which are likely to be different from the culture of


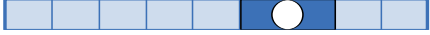

the client's organisation. Through presenting such radical ideas they will tend to create an image of knowledgeable integrity. The recipient is then likely to feel that they are receiving information based on a reasoned assessment of their needs. Obviously, the success of this approach is dependent upon the confidence and technical competence of the Culture Breaker.



# 15FQ+ Profile



# Additional Measures

	Raw	Additional Scales		%
			1 2 3 4 5 6 7 8 9 10	
eIQ	20	Emotional Intelligence		13
WA	25	Positive Work Attitude		29

	Raw	Additional Scales		%
			1 2 3 4 5 6 7 8 9 10	
SD	6	Social Desirability		9
CT	23	Central Tendency		69
INF	1	Infrequency		26

	Raw	Additional Scales		%
			1 2 3 4 5 6 7 8 9 10	
FG	8	Fake Good		42
FB	4	Fake Bad		55