

Fifteen Factor Questionnaire +  
EXTENDED REPORT

# REPORT STRUCTURE

## 1. Understanding This Report

## 2. Personality Assessment

- Validity Scales
- Interpersonal Styles
- Thinking Style
- Coping Style

## 3. Derived Dimensions

- Team Roles
- Leadership Styles
- Subordinate Styles
- Influencing Styles
- Career-Theme Scales

## 4. Additional Comments

- Potential Strengths
- Potential Development Needs

## 5. 15FQ+ Profiles

- 15FQ+ Classic Profile
- Big Five Profile
- Response Style Indicators
- 15FQ+ Extended Profiles

### 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

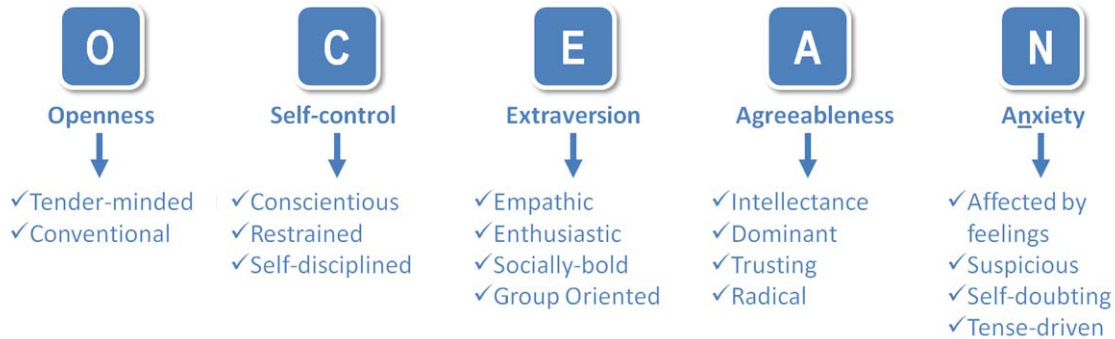
The ratings and commentary in this report are relative to a comparison group of 1186 (Professional Managerial).

### Private & Confidential

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 Sample. This analysis should be considered in the context of other relevant information such as actual experience, vocational interests, skills and aptitudes.

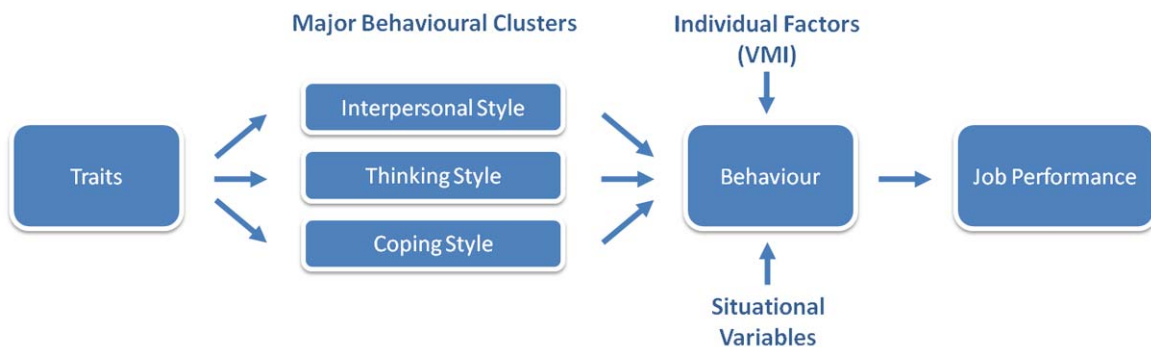
## Understanding Behavioural Preferences

The 15FQ+ is an assessment of personality and individual differences. The 15FQ+ is based on one of the most researched and respected models of personality, identifying behaviour preferences across Cattell's 16 personality constructs (Cattell, 1946) and the big five personality traits (McCrae and Costa, 1987):



## Understanding How Behaviour Relates to Work Outcomes

Traits play a significant role in determining work behaviour. Below is a model of job performance. The model below illustrates the relationship between behavioural preferences and job performance:



## Understanding This Report

This report is broken down into 3 major behavioural clusters:

- ✓ Interpersonal Style
- ✓ Thinking Style
- ✓ Coping Style

Based on traits this report also provides information on the following behavioural styles and likely business outcomes:

- ✓ Team Roles
- ✓ Leadership Styles
- ✓ Subordinate Styles
- ✓ Influencing Styles
- ✓ Career Themes

## Further Considerations

To provide a more comprehensive view of this individual you may wish to also look at the following assessments:

- ✓ Personality Drivers and Values (VMI)
- ✓ Personality Types (JTI)
- ✓ Selling Styles (SPI)
- ✓ Cognitive Ability (GRT Series)
- ✓ Critical Reasoning (CRTB2)

The following reports are also available:

- ✓ Competencies Report
- ✓ Emotional Intelligence Report
- ✓ Feedback Report
- ✓ Profile Report
- ✓ Interview Prompts Report

## Personality Assessment

### Validity Scales

The 15FQ+ contains a number of measures that examine the way in which the respondent has approached the questionnaire. The results indicate that Sam Sample may have been quite concerned to present herself in a socially acceptable manner. That is, she may have intentionally (or otherwise) selected answers that project an image that she considered to be favourable given the context in which the questionnaire was completed. However, this tendency is not particularly marked and remains within acceptable limits. The number of central, non-committal answers selected was acceptable, suggesting that while she did not avoid responding in a definitive manner, she may have tended to be somewhat kind to herself in her responses. 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 Sample's personality orientation is relatively extraverted. That is, she will want a good deal of contact with people and will adopt an openly expressive style in her communications. She is likely to feel at ease in the company of strangers, and will tend to come forward in social gatherings. She is warm, sympathetic and understanding of character, taking a considerable interest in people and their personal lives. She tends to be spontaneous, enthusiastic and quite optimistic in her approach to life. Fun loving, she will enjoy animated lively social events and activities. Spontaneity quite appeals to her. This might at times propel her into rash action. Often acting on sensitive intuition, from time to time she may be prone to flights of fancy. Socially confident, Sam Sample is likely to be quite bold, venturesome and within the bounds of her personal code of conduct may be quite uninhibited in social interactions. She will be attracted to social settings where she will be able to relate easily and comfortably with people. She will generally have little trouble with 'stage fright'. While quite socially confident, she may not feel totally at ease when discussing matters of a lofty, intellectual nature. Happy to work on her own or as a member of a team, Sam Sample will be capable of being self-sufficient when the situation demands. As able to function effectively in a group setting as most, she may wish, on occasion, to have time to herself.

Somewhat questioning in nature and inclined to meet conflict head-on, people may see her as being sceptical and cynical. Being quite competitive, she will quickly rise to any challenge and is likely to express her views in a rather uncompromising way. Though she has some empathy for others' feelings, people may take time to warm to her. Sam Sample has tendencies to be somewhat cynical and questioning. This may at times make her a little suspicious of the motives of others. In social relationships she is inclined to be quite forceful and self-assertive with a desire to have her own way. Generally high-profile and directive, Sam Sample is likely to have the capacity to dominate. She may have strong opinions which she may wish to impress onto others. Noting her relatively authoritarian nature, and the tendency to push for her own goals, she may need to exercise diplomacy to avoid provoking resentment in others. She appears to be as sensitive as most people to the demands of social situations. Her tendency to be direct with people may vary according to her perception of the needs of the situation.

### Thinking Style

Sam Sample is likely to come across as an intuitive person who is receptive to ideas and experiences. Creatively orientated, she is likely to be relatively sensitive to the subtleties and nuances of life. As receptive as most to new ideas, she will not reject established, conventional methods out of hand. Neither constantly seeking innovation, nor resistant to change, she tends to take the middle ground between established and radical methods in problem solving. Fundamentally, she is quite aesthetically sensitive and soft-hearted with a refined sense of taste and consequently may lack a tough, hard-headed, utilitarian approach. Having a creative and artistic temperament, she will be drawn to expressive, cultural activities. Quite sentimental, and receptive to feelings, she will tend to be moved by emotions of wonderment and awe in the face of beauty and sensational events. Being emotionally quite vulnerable, difficult and demanding situations may leave their mark on her. Her inclination to be creative and somewhat conceptual suggests that she may be more concerned with thoughts and concepts than practical

realities and everyday matters. She will generally prefer to be involved in the generation of ideas, leaving day-to-day matters to others. A possible shortcoming is that she may be rather inattentive to detail.

Sam Sample's behaviour and attitudes reflect a balance between her own personal belief system, social norms and internalised societal expectations. Having concern for her reputation and being rather status conscious, she will emphasise self-discipline and control. Although she is strongly drawn to social settings and needs a good deal of stimulation, this should guard her against taking impulsive action and in resisting the temptations of the moment. Not wishing to spend excessive amounts of time on the detailed aspects of a task, she 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 she will acknowledge their contribution, she may not wish to be tightly bound by them at all times.

### Coping Style

Sam Sample is currently experiencing above average levels of anxiety. Not unduly prone to mood swings, she should have sufficient energy to cope with life's demands. However, she may nonetheless experience some stress coping with particularly demanding situations or when placed under extreme emotional pressure. As resilient as most, she should be capable of remaining calm in a crisis. Being as secure and self-assured as most, she will not normally be unduly burdened by feelings of low self-esteem or insecurity. Her tendency to be relatively free of guilt feelings, coupled with her willingness to accept some personal responsibility for failure, would suggest that she is unlikely to rush into apportioning blame onto others when things go wrong. Although not generally inclined to experience mood swings, when under pressure Sam Sample may become somewhat tense and agitated. When her goals are repeatedly frustrated, she may become somewhat impatient and irritable. Sam Sample may therefore have some difficulty unwinding at the end of a particularly demanding day.

## Team Roles

The Team Roles describe how Sam Sample is likely to interact with her colleagues in a team situation. The specific ways in which she will express her preferred team style may, however, vary according to the situation. In addition, this behavioural style takes no account of her intellectual approach to problems and the quality of her decisions. The scores below indicate Sam Sample'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 Sample's predominant and secondary team styles is provided.

Scale	Raw	1	2	3	4	5	6	7	8	9	10
Co-Ordinator	4				●						
Shaper-Driver	7.5							●			
Evaluator-Critic	1.4	●									
Implementer	3.8				●						
Team Builder	7.7							●			
Resource-Investigator	7.5							●			
Inspector-Completer	5.6					●					
Innovator	6.7							●			

### Team Role Combination - Team Builder/Resource Investigator

Sam Sample is an outgoing, Enthusiastic person who likes to be with people and draw the best out of them. She will enjoy talking about ideas and should prove to be a good listener and responder to others. Hence, she is likely to make people feel she is very interested in their contribution to a project and supportive of their efforts. In turn, she will be motivated to solicit others' support and approval of what she is doing. As a team member, her main talents may lie in stimulating others and building a cohesive work team with high morale. However, problems could occur if she lets her concern for people's feelings interfere with making unpopular decisions or pushing people to perform to get needed results. At times, her interests in ideas and people may mean that she gets excited talking about a project but she may not always follow through with action. Since she is much more oriented to working directly with people than on technical aspects of a project, she would be best suited for jobs that make use of her ability to build a network of contacts inside and outside an organisation. She could play a valuable role by bringing in fresh ideas to the group she works with, motivating colleagues with her enthusiasm, and by building goodwill with outside clients.

## Leadership Styles

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Sam Sample 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 Sample's most likely styles and not performance. Effective performance will depend on many factors including the organisational culture in which the individual is operating.

Scale	Raw	1	2	3	4	5	6	7	8	9	10
Directive Leader	4.3				●						
Delegative Leader	4.8				●						
Participative Leader	7.5							●			
Consultative Leader	7.9							●			
Negotiative Leader	5.9				●						

### Primary Leadership Style: Consultative Leader

The Consultative leadership style combines elements of both democratic and Directive leadership orientations. They value group discussion and tend to encourage contributions from the separate members of the team. However, although group discussions will be largely democratic in nature, Consultative leaders typically make the final decision as to which of the varying proposals should be accepted. Hence, the effectiveness of this leadership style will be dependent upon the individual's ability to weigh the advantages and disadvantages of each of the varying ideas produced by the members of the group and their capacity to encourage them to accept a final decision that may not necessarily be that favoured by the majority.

### Secondary Leadership Style: Participative leader

Participative leaders are primarily concerned with getting the best out of a team as a whole. Hence, they encourage contributions from all members of a team and believe that by pooling ideas and coming to a consensus view the best solutions to problems will naturally arise. They are unlikely to impress their own wishes and opinions onto the other members of the group but see their role as an overseer of the democratic process. This will involve ensuring each member of the group is given the opportunity to express their opinion and that no one member imposes a disproportionate influence on group decisions.

## Subordinate Styles

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Sam Sample 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 Sample 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.

Scale	Raw	1	2	3	4	5	6	7	8	9	10
Receptive Sub.	5.3					●					
Self-Reliant Sub.	3.6				●						
Collaborative Sub.	5					●					
Informative Sub.	5.2					●					
Reciprocating Sub.	3.5				●						

### Primary Subordinate Style: Receptive Subordinate

Receptive Subordinates are typically accommodating individuals who are eager to complete the work that is assigned to them in accordance with pre-specified procedures. In this mode, Sam Sample's colleagues will see a more traditional and conventional side to her nature. Quite possibly this means that she will leave the generation of innovative ideas to other members of their team. As a result, the Receptive Subordinate will take the stance that her role is to execute the ideas of others to the best of their ability.

### 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 Sample 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 Sample'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 Sample's predominant and Secondary Influencing Style is provided.

Scale	Raw	1	2	3	4	5	6	7	8	9	10
Con. Communicator	7							●			
Rapport Creator	8.7								●		
Culture Fitter	5					●					
Culture Breaker	5.2					●					
Enthusiast	6.9							●			
Perseverer	4.3					●					
Business Winner	6.9							●			
Technician	4.2					●					
Admin. Support	5.1					●					
Team Manager	7.2							●			

### Primary Influencing Style: Rapport Creator

Rapport Creators are usually capable of building warm, friendly relationships with people in order to promote their ideas, services and products. They tend to be outgoing individuals who are genuinely concerned about addressing their clients' specific needs and requirements. They apply their ability to create feelings of goodwill and trust to generate an atmosphere in which their audience feels confident that they are getting the best advice available and are therefore more likely to 'buy-in' to whatever it is that the Rapport Creator has on offer.

### Secondary Influencing Style: Team Manager

The Team Manager's main objective is to motivate the individual members of the team. Typically they will have a good track record when it comes to selling or influencing and they draw upon their experience in order to optimise the performance of the team. This will typically be achieved through the effective delegation of activities to other members of the team, and by using appropriate rewards to maintain the morale and enthusiasm of each of the individual team members.

## Career-Theme Scales

Career-Themes are based on the work of Holland. These provide a match between Sam Sample's personality profile and those of the broad occupational groups listed. The scores take no account of other important factors such as interests, aptitudes, qualifications and work experience.

Scale	Raw	1	2	3	4	5	6	7	8	9	10
Realistic	2.5		●								
Investigative	5.3					●					
Artistic	8.4								●		
Social	8.6								●		
Enterprising	6.4						●				
Conventional	4.9				●						

**Realistic Theme:** Activities involving manipulation of mechanical devices and principles of mechanics and physics. High scorers are likely to be technically orientated, repairing mechanical devices, working on motor cars. They may also enjoy outdoor activities.

**Investigative Theme:** Activities involving the manipulation of ideas and scientific principles. High scorers will enjoy applying logical and/or scientific principles to the resolution of experimental problems. They may enjoy laboratory work.

**Artistic Theme:** Activities centred around the expression of artistic and creative ideas. High scorers are typically interested in the Arts in the broadest manifestation e.g. art, music, writing, composing, dance, design etc.

**Social Theme:** Activities centred on helping or caring for others. High scorers tend to express an interest in charitable work, involving caring for the elderly, children with special needs or counselling, teaching and generally assisting others to achieve their potential.

**Enterprising Theme:** Activities involving the attainment of objectives through people. High scorers generally express an interest in managing or leading others or taking charge of situations. As such they are attracted to business related situations where they are able to exercise leadership, managerial skills and public acclaim.

**Conventional Theme:** Activities involving organising, administration and well established work practices. High scorers enjoy developing and maintaining systems, operating business machines, doing paperwork, bookkeeping and accountancy.

## Additional Comments

The following section lists a number of points which can be inferred from DANIELA's assessment report. The interviewer may wish to use these as the basis for further probing during the interview or counselling discussions.

### Potential Strengths

- Will tend to assert herself and make her views very clear to people.
- Will prefer to avoid excessive deliberation when making decisions.
- Will tend to take into account relevant feelings and emotions when making decisions.
- Will tend to maintain a disciplined control over the expression of her feelings and emotions, wishing to present herself positively.
- It will be difficult to pull the wool over her eyes.
- Is likely to get close to colleagues and may be a popular team member/team leader.
- Has the ability and inclination to look beyond the obvious.
- Will have a tendency to be demanding on others and will expect people to take responsibility for their own short-falls.
- May have the capacity to manipulate situations to the advantage of her cause.
- Should perform confidently and effectively in the social spot-light.

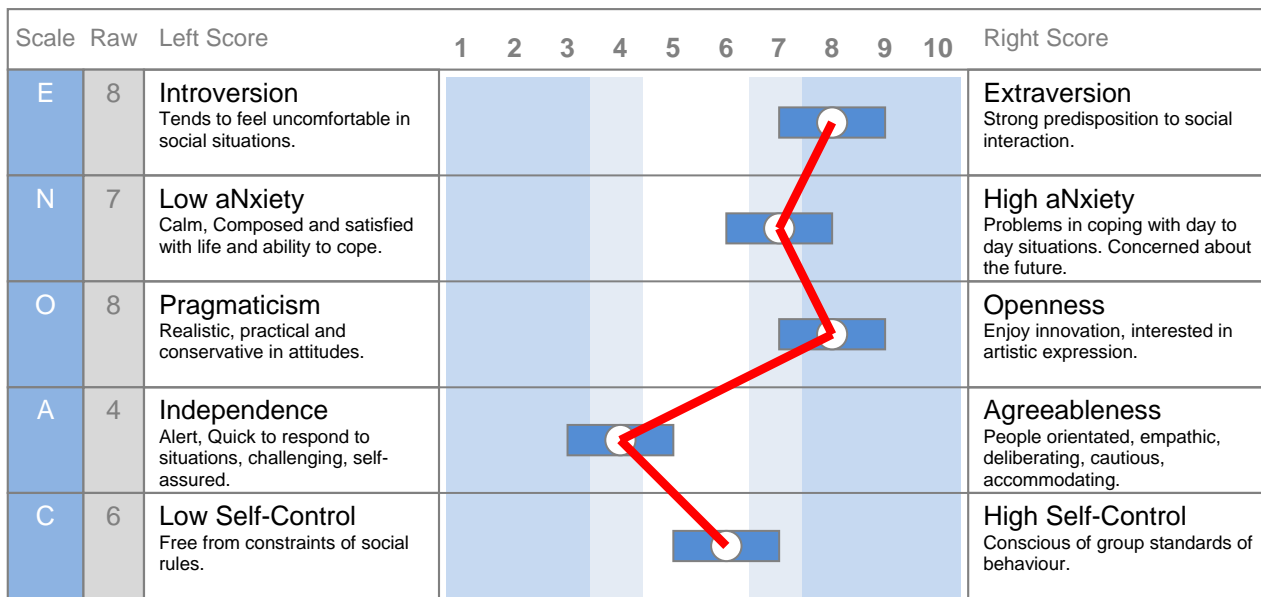
### Potential Development Needs

- May seem somewhat forceful and inattentive to the needs of others in achieving her objectives.
- May tend to be overly impulsive, possibly not considering all the options.
- May experience difficulty in emotionally tough situations.
- Her behaviour may be influenced more by social values and the expectations of others than by her own needs and values.
- Tending to be a little wary of people she does not know well, she may prefer to take her time when integrating into a new team.
- With a tendency to be highly communicative, she may have difficulty distancing herself from subordinates and will not greatly enjoy working alone.
- May not be sufficiently pragmatic and may be inattentive to practical matters.
- May have difficulty delegating work to others, tending to take on too much herself.
- At times her behaviour may be interpreted as rather too calculating.
- May at times need to work hard to control feelings of anger or resentment.
- May be rather too inclined to take 'centre stage'.

## 15FQ+ Classic Profile

Scale Raw	Left Score		1	2	3	4	5	6	7	8	9	10	Right Score	%
A	24	<b>Distant Aloof</b> Lacking empathy, Distant, Detached, Impersonal.										10	<b>Empathic</b> Friendly, Personable, Participating, Warm-hearted.	92
B	14	<b>Low Intellectance</b> Lacking confidence in own intellectual abilities.				4	5						<b>High Intellectance</b> Confident of own intellectual abilities.	23
C	13	<b>Affected by Feelings</b> Emotional, Changeable, Labile, Mood.				4	5						<b>Emotionally Stable</b> Mature, Calm, Phlegmatic.	36
E	19	<b>Accommodating</b> Passive, Mild, Humble, Deferential.						6	7				<b>Dominant</b> Assertive, Competitive, Aggressive, Forceful.	78
F	19	<b>Sober Serious</b> Restrained, Taciturn, Cautious.						6	7				<b>Enthusiastic</b> Lively, Cheerful, Happy-go-Lucky, Carefree.	71
G	13	<b>Expedient</b> Spontaneous, Disregarding of rules & obligations.				4	5						<b>Conscientious</b> Perservering, Dutiful, Detail conscious.	32
H	18	<b>Retiring</b> Timid, Socially anxious, hesitant in social settings.						6	7				<b>Socially-bold</b> Venturesome, Talkative, Socially confident.	72
I	20	<b>Hard-headed</b> Utilitarian, Unsentimental, Lacks aesthetic sensitivity.						6	7				<b>Tender-minded</b> Sensitive, Aesthetic aware, Sentimental.	73
L	12	<b>Trusting</b> Accepting, Unsuspecting, Credulous.						6	7				<b>Suspicious</b> Sceptical, Cynical, Doubting, Critical.	73
M	15	<b>Concrete</b> Solution-focused, Realistic, Practical, Down-to-earth.						6	7				<b>Abstract</b> Imaginative, Absent-minded, Impractical.	72
N	17	<b>Direct</b> Genuine, Artless, Open, Forthright, Straightforward.				4	5						<b>Restrained</b> Diplomatic, Socially astute, Socially aware, Discreet.	44
O	17	<b>Confident</b> Secure, Self-assured, Unworried, Guilt-free.						6	7				<b>Self-doubting</b> Worrying, Insecure, Apprehensive.	58
Q1	11	<b>Conventional</b> Traditional, Conservative, Conforming.						6	7				<b>Radical</b> Experimenting, Open to change, Unconventional.	56
Q2	6	<b>Group-orientated</b> Sociable, Group dependent, a 'Joiner'.				4	5						<b>Self-sufficient</b> Solitary, Self-reliant, Individualistic.	30
Q3	21	<b>Informal</b> Undisciplined, Uncontrolled, Lax, Follows own urges.						6	7				<b>Self-disciplined</b> Compulsive, Fastidious, Exacting willpower.	79
Q4	16	<b>Composed</b> Relaxed, Placid, Patient.						6	7				<b>Tense-driven</b> Impatient, Low frustration tolerance.	71

## 15FQ+ Big Five Profile



## Response Style Indicators

Scale	Raw	1	2	3	4	5	6	7	8	9	10
Social Desirability	11										
Fake Good	3										
Fake Bad	7										

## Risk Scale Scores

Scale	Raw	1	2	3	4	5	6	7	8	9	10
Central Tendency	10										
Infrequency	5										

## Criterion Derived Scales





Scale	Raw	1	2	3	4	5	6	7	8	9	10
Emotional Intelligence	19										
Positive Work Attitude	21										

## 15FQ+ Extended Profiles

		Left Score Description	1	2	3	4	5	6	7	8	9	10	Right Score Description		
Interpersonal Style	Introverted	Distant Aloof - Lacking empathy, Distant, Detached, Impersonal.											Empathic - Friendly, Personable, Participating, Warm-hearted, Caring.	Extroverted	
		Sober Serious - Restrained, Taciturn, Cautious.											Enthusiastic - Lively, Cheerful, Happy-go-Lucky, Carefree.		
		Retiring - Timid, Socially anxious, Hesitant in social settings, Shy.											Socially bold - Venturesome, Talkative, Socially confident.		
		Self Sufficient - Solitary, Self-reliant, Individualistic.											Group Orientated - - Sociable, Group dependent, a "Joiner".		
	Independent	High Intellectance - Confident of own intellectual abilities.											Low Intellectance - Lacking confidence in own intellectual abilities.	Agreeable	
		Dominant - Assertive, Competitive, Aggressive, Forceful.											Accommodating - Passive, Mild, Humble, Deferential.		
		Suspicious - Sceptical, Cynical, Doubting, Critical.											Trusting - Accepting, Unsuspecting, Credulous.		
		Radical - Experimenting, Open to change, Unconventional.											Conventional - - Traditional, Conservative, Conforming.		

		Left Score Description	1	2	3	4	5	6	7	8	9	10	Right Score Description		
Thinking Style	Pragmatism	Hard-headed - Utilitarian, Unsentimental, Lacks aesthetic sensitivity, tough-minded.											Tender Minded - Sensitive, Aesthetically aware, Sentimental.	Openness	
		Concrete - Solution-focused, Realistic, Practical, Down-to-earth.											Abstract - Imaginative, Absent-minded, Impractical, Absorbed in thought.		
		Conventional - Traditional, Conservative, Conforming.											Radical - Experimenting, Open to change, Unconventional.		
	Low Self-Control	Expedient - Spontaneous, Disregarding of rules and obligations.											Conscientious - Persevering, Dutiful, Detail-conscious.	High Self-Control	
		Direct - Genuine, Artless, Open, Forthright, Straightforward.											Restrained - Diplomatic, Socially astute, Shrewd, Socially aware, Discreet.		
		Informal - Undisciplined, Uncontrolled, Lax, Follows own Urges.											Self-disciplined - Compulsive, Fastidious, Exacting willpower.		

15FQ+ Extended Profile: Cont.

		Left Score Description	1	2	3	4	5	6	7	8	9	10	Right Score Description		
Coping Style	Low Anxiety	Emotionally Stable - Mature, Calm, Phlegmatic.												Affected by Feelings - Emotional, Changeable, Labile, Moody.	High Anxiety
		Confident - Secure, Self-assured, Unworried, Guilt-free.												Self-doubting - Worrying, Insecure, Apprehensive.	
		Retiring - Relaxed, Placid, Patient.												Tense-driven - Impatient, Low frustration tolerance.	
		Trusting - Accepting, Unsuspecting, Credulous.												Suspicious - - Sceptical, Cynical, Doubting, Critical.	