

# Sam Sample | Bishop Sample Date

**EXPERT**

**EXTENDED REPORT**

**FIFTEEN FACTOR QUESTIONNAIRE PLUS**



POWERED BY

**PSYTECH**  
GeneSys



# GUIDE TO USING THIS REPORT

## INTRODUCTION

The Fifteen Factor Questionnaire Plus (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). These provide insight into how people typically think, feel and interact in ways that may be productive or counter-productive for an organisation:



**O** Openness

- Imaginative
- Radical
- Tender-minded



**C** Self-control

- Self-disciplined
- Restrained
- Conscientious



**E** Extraversion

- Warm
- Enthusiastic
- Socially Bold
- Group Oriented



**A** Agreeableness

- Intellectually Modest
- Accommodating
- Trusting
- Conforming



**N** Anxiety

- Affected by Feelings
- Self-doubting
- Suspicious
- Tense-driven

## REFERENCE GROUP (NORM) USED

The following norm was used to generate this report:

Test	Norm Used	Sample Size
Fifteen Factor Questionnaire Plus (15FQ+)	NZ Accounting Industry	250

## DISCLAIMER

This is a strictly confidential assessment report on Jamie 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 Jamie.

This profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



## REPORT OVERVIEW

The following section lists a number of points which can be inferred from Jamie's assessment report. These can be used as the basis for further probing during the interview or counselling discussions.

### POTENTIAL STRENGTHS

- May be effective in smoothing over interpersonal conflicts.
- Should be self-assured and confident of herself.
- Should take the views of others into account, and value the chance to work with colleagues.
- Should trust others and give colleagues the benefit of the doubt.
- Should build close working relationships with colleagues and be a popular team member.
- Is likely to be warm, friendly, and obliging.
- Should adapt well to situations where she is required to take a back-seat.
- More relaxed and self-assured than the average person, she should provide composure and confidence in a crisis.

### POTENTIAL DEVELOPMENT NEEDS

- May give way too readily when faced with opposition.
- At times her self-confidence may be interpreted as complacency.
- May seem rather too reliant on group acceptance, input, and support.
- May be too trusting and take others at face value.
- Profiling as highly personable, she may dislike working alone.
- May be too inclined to please others and neglect her own needs.
- May let things take their own course rather than push to get things done.
- Could lack a sense of urgency.



## PERSONALITY ASSESSMENT

### RESPONSE STYLE

The 15FQ+ contains a number of measures that examine the way in which the respondent has approached the questionnaire. There are indications that Jamie Sample may have been concerned to present herself in a positive manner in terms of having attributes seen as desirable within the workplace. Such indications may be presented by an individual who wishes to appear as an ideal employee. This indication may be the result of a deliberate strategy or may be a reflection of her genuine personality, being more a function of a genuine desire to engage in positive organisational citizenship than an attempt to distort the profile.

### INTERPERSONAL STYLE

An analysis of Jamie's scores suggests that she has a naturally warm, friendly demeanour and is likely to enjoy the company of others. In line with this, Jamie may prefer working alongside others rather than spend long periods of time on her own.

In unfamiliar social situations, Jamie should have sufficient social confidence to make a positive first impression without coming across as being over-the-top.

Jamie should appreciate making decisions in consultation with others and is likely to seek the input of colleagues before committing herself to a course of action. More team orientated than the average person, Jamie is likely to thrive on group recognition and want to feel a sense of belonging. On the downside, Jamie may dislike working on her own.

Jamie profiles as having slightly less confidence than the average person in her intellectual ability and, as such, may appreciate the chance to formulate her thinking in advance of sharing her ideas with others. This is likely to be the case when working on conceptual tasks in which Jamie has no prior experience.

Jamie profiles as having a naturally obliging, cooperative nature and may prefer to support others from behind-the-scenes. Disliking confrontation, she should be effective in smoothing over interpersonal conflict and maintaining harmony in a team. In a position of leadership, there may be times when Jamie could benefit from dealing with crises in a more upfront, visible way if she is to achieve her desired goal/s.

Her results suggest that Jamie is a particularly restrained person who should monitor her behaviour closely to ensure she does not upset or offend others. Typically, people with this profile think before speaking, yet may struggle to convey the importance of a message in their desire to communicate it tactfully.

Results suggest that Jamie is more trusting than the average person and should be prepared to give others the benefit of the doubt. While she is likely to delegate tasks and empower colleagues with responsibility, she may sometimes over-estimate someone's capability and end up feeling let down if they don't deliver.

Jamie profiles as being no more or less enthusiastic than the average person. As such, she should appreciate the importance of spontaneity and the need to respond quickly to new opportunities or situations as they arise. At the same time, Jamie should appreciate the importance of planning and considering her options before committing to action.

### THINKING STYLE

Jamie profiles as being a very persevering and meticulous individual who is likely to take her work obligations seriously and set high standards for herself and others. Believing that it is important to finish what she has started, Jamie should be well placed to work at the implementation phase of a project. In striving for perfectionism, however, her work output may sometimes appear low.



More soft-hearted in her outlook than the average person, Jamie should consider the human implications of a decision, and concern herself with what people think. While able to engage with colleagues at an emotional level, she may struggle to make a difficult decision that could impact on people she cares about.

As a reasonably down-to-earth, practical person, Jamie is likely to concern herself with common-sense solutions, rather than be distracted by high-risk more creative options. Likely to focus on the tried-and tested, she may need to be convinced of the value of ideas that are outside her immediate experience.

Reasonably accepting of new ways of working, Jamie is unlikely to discount tried and tested methods as being a waste of time. While capable of change, she may still need convincing that a new approach has some merit and be sold on the benefits of doing things differently.

Jamie profiles as being concerned with her reputation and should place value on such things as self-control and self-discipline. Respectful of authority, she should take care not to do or say anything that would seem inappropriate.

## **COPING STYLE**

Reasonably resilient in her outlook, Jamie is likely to approach most situations in a calm and collected manner, and without becoming defensive or irritated. During tough times, she should be able to cope with pressure without becoming emotionally volatile.

Jamie profiles as a highly confident, self-assured individual who should expect success more than failure when it comes to dealing with life's challenges. Secure and convinced of her abilities, she is unlikely to worry about facing potential challenges or difficulties, yet may lack insight into any personal shortcomings.

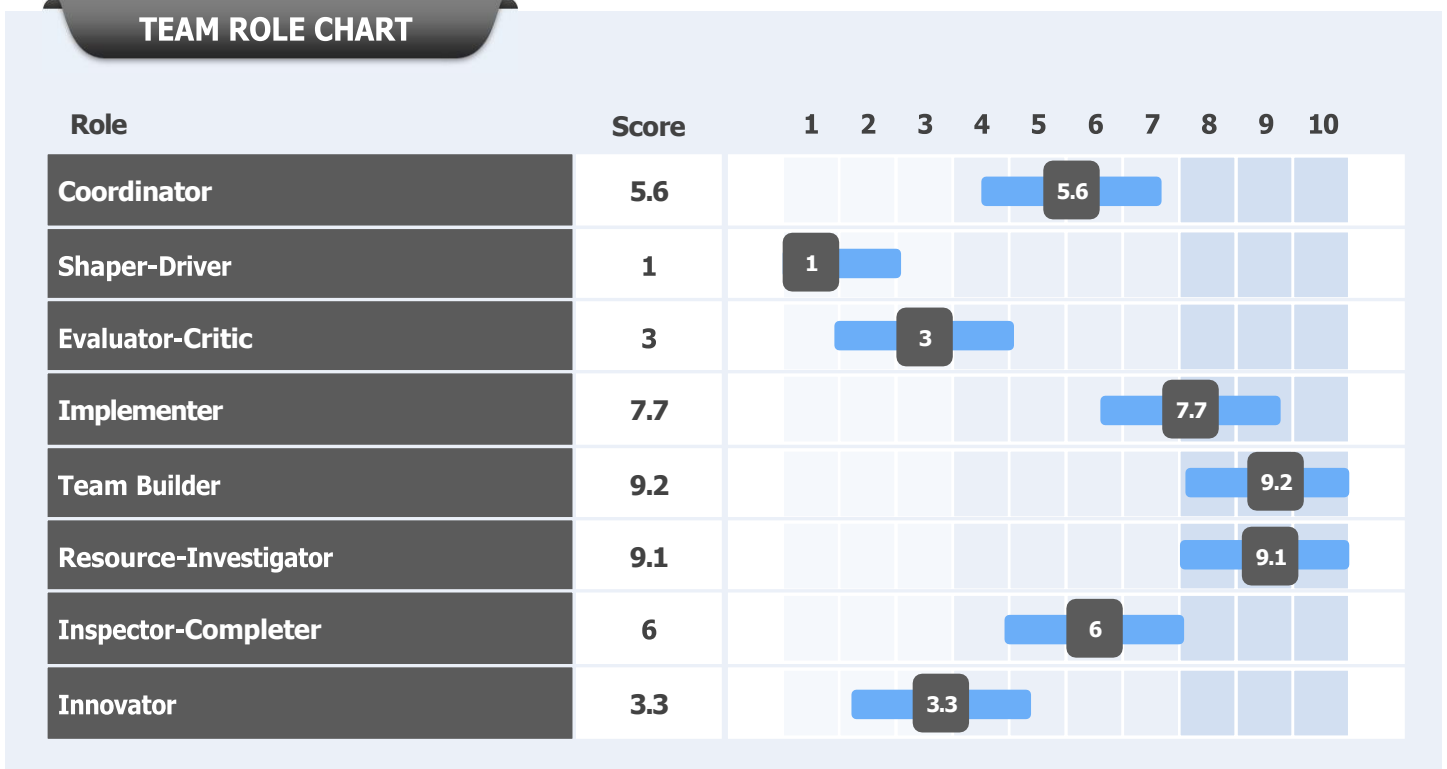
More relaxed and composed than the average person, Jamie is unlikely to become short-tempered or irritable when things go wrong. She should find it easy to relax and unwind after a demanding day, yet may come across as being too laid back.



# DERIVED DIMENSIONS

## TEAM ROLES

The Team Roles describe how Jamie 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 Jamie’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 Jamie’s predominant and secondary team styles is provided.



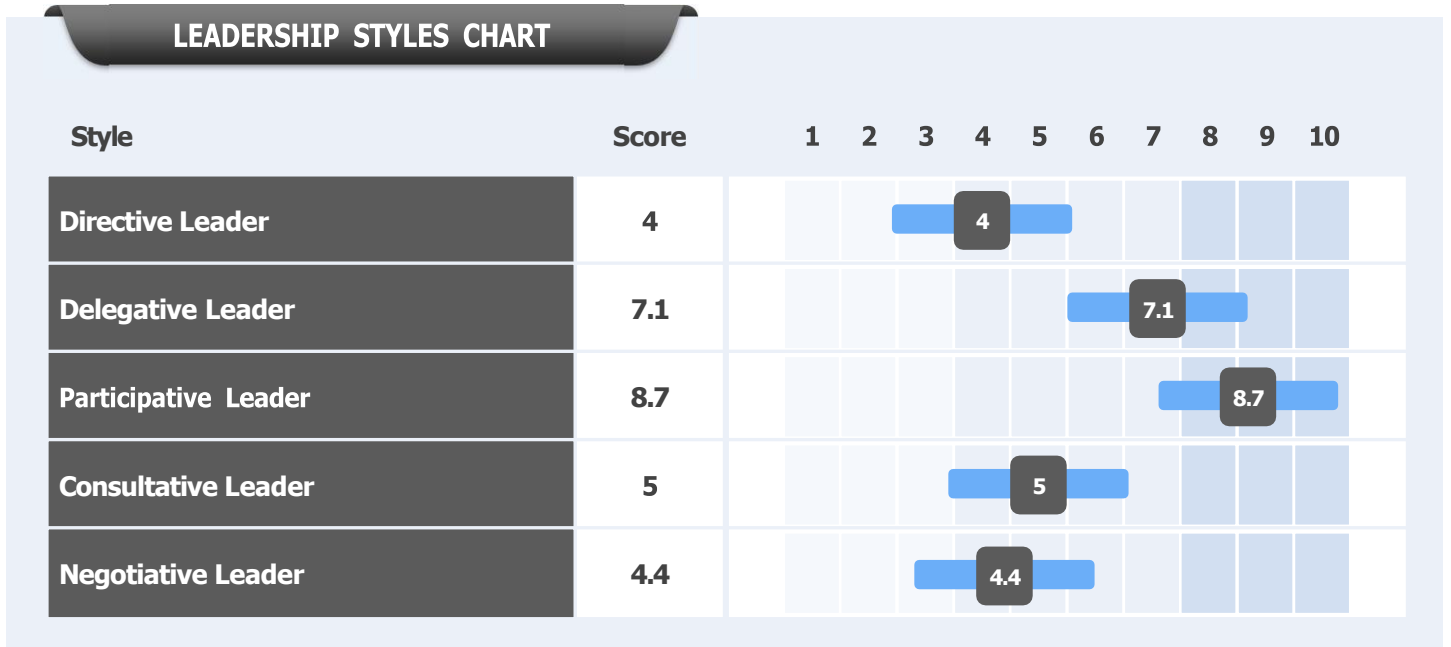
### Team Role Combination – Team Builder/Resource Investigator

Jamie 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 Jamie 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 Jamie'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: 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.

### Secondary Leadership Style: Delegative Leader

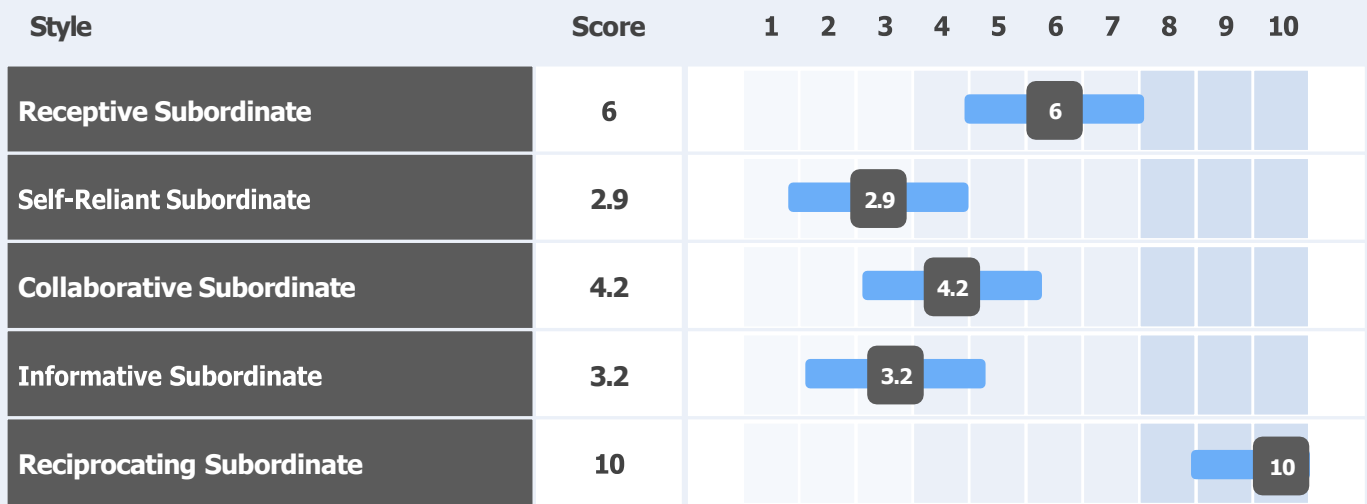
As the name suggests, the style of Delegative leaders is characterised by delegating work to subordinates. Since their style is not strongly democratic, the process of delegation may not involve consultation. As a result, subordinates will generally be assigned work rather than have active input into how projects should be conducted. However, once the work has been assigned only little direction will be provided and subordinates will largely be expected to work with the minimum of supervision. Although such a leadership style may not be everybody's preference those who are naturally independent may enjoy the freedom allowed by such managers.



## SUBORDINATE STYLES

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

### SUBORDINATE STYLES CHART



### Primary Subordinate Style: Reciprocating Subordinate

Reciprocating Subordinates tend to be individuals with an emotionally mature outlook, who rarely become upset by criticism or setbacks. As such they generally feel comfortable about promoting their own ideas or engaging in negotiations with managers concerning the best approach to projects. Hence, they are likely to be most complementary to the Negotiative leader and, given that the Reciproative Subordinates usually have strong views of their own, any exchanges between subordinate and manager will typically be productive.

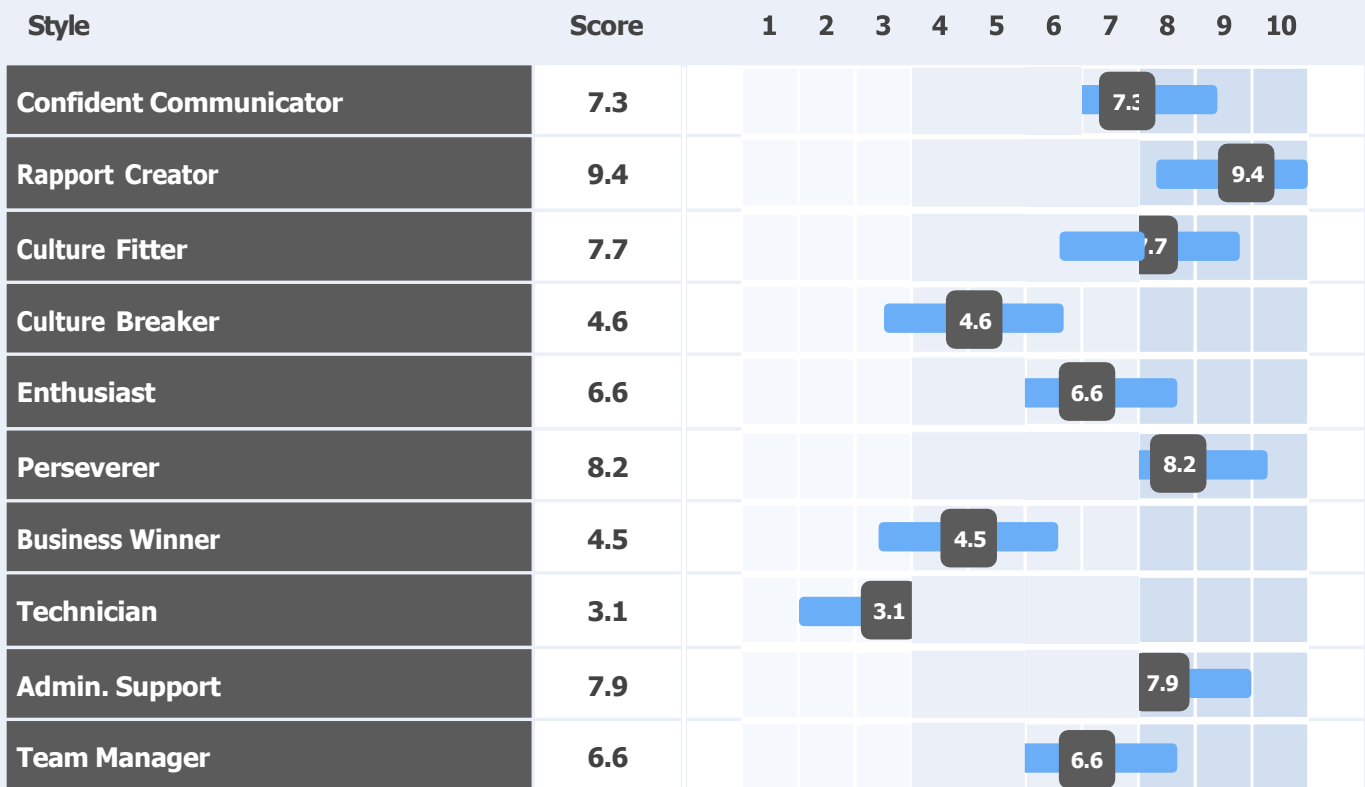




## INFLUENCING STYLES

The Influencing Styles describe which of a range of styles Jamie 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 Jamie’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 Jamie’s predominant and Secondary Influencing Style is provided.

### INFLUENCING STYLES CHART



#### 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: Perseverer

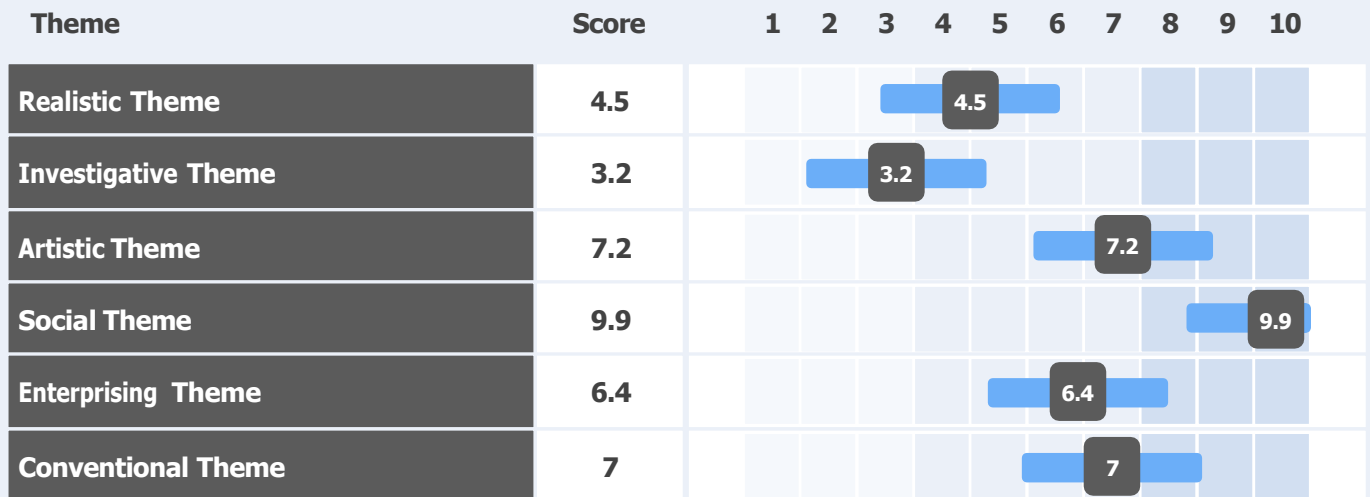
The Perseverer is often a resilient and determined individual who creates opportunities to influence or sell through making contacts and following up leads with determination and persistence. It is unusual for the Perseverer to take rejections personally or to see them as an obstacle. They believe that by continually expanding the number of contacts they make and following up on opportunities methodically, they will ultimately be rewarded with success.



## CAREER-THEME SCALES

Career-Themes are based on the work of Holland. These provide a match between Jamie’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.

### CAREER-THEME CHART



#### 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 skills.

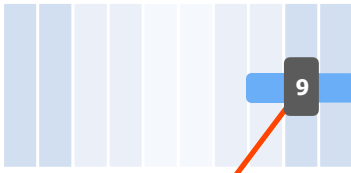
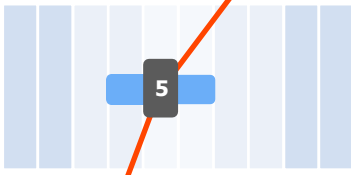
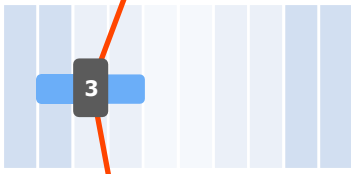
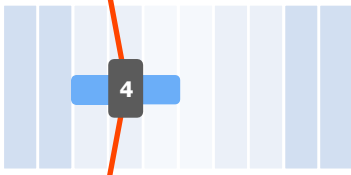
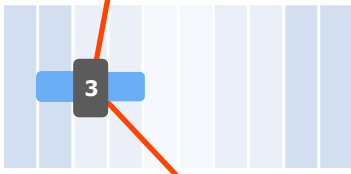
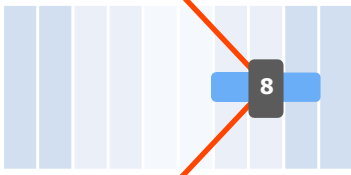
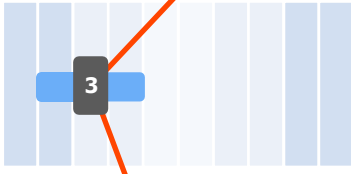
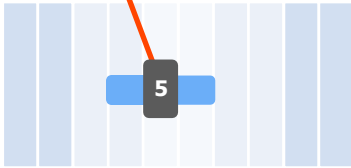
#### Conventional Theme

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



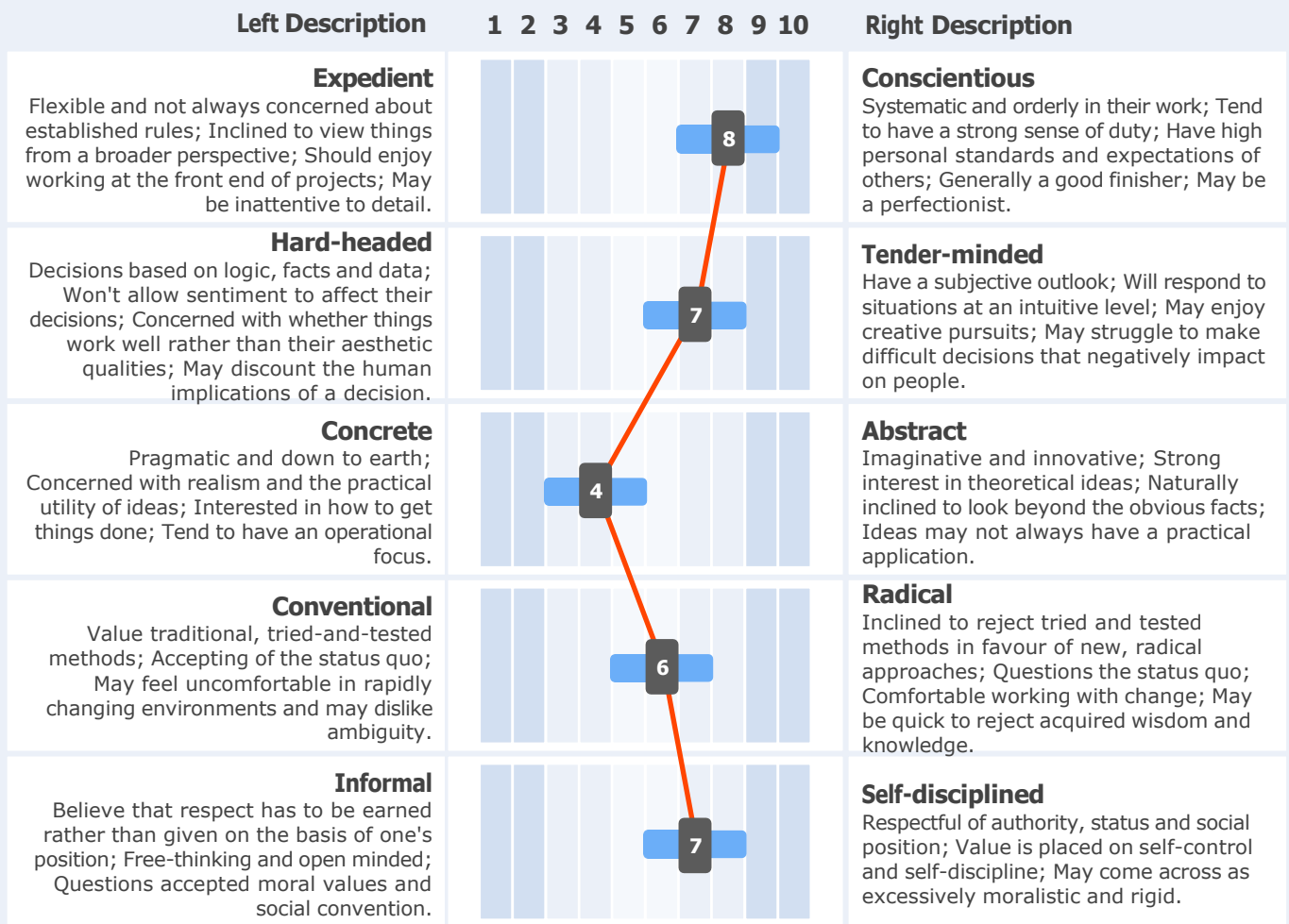
# 15FQ+ PROFILES

## INTERPERSONAL STYLES PROFILE

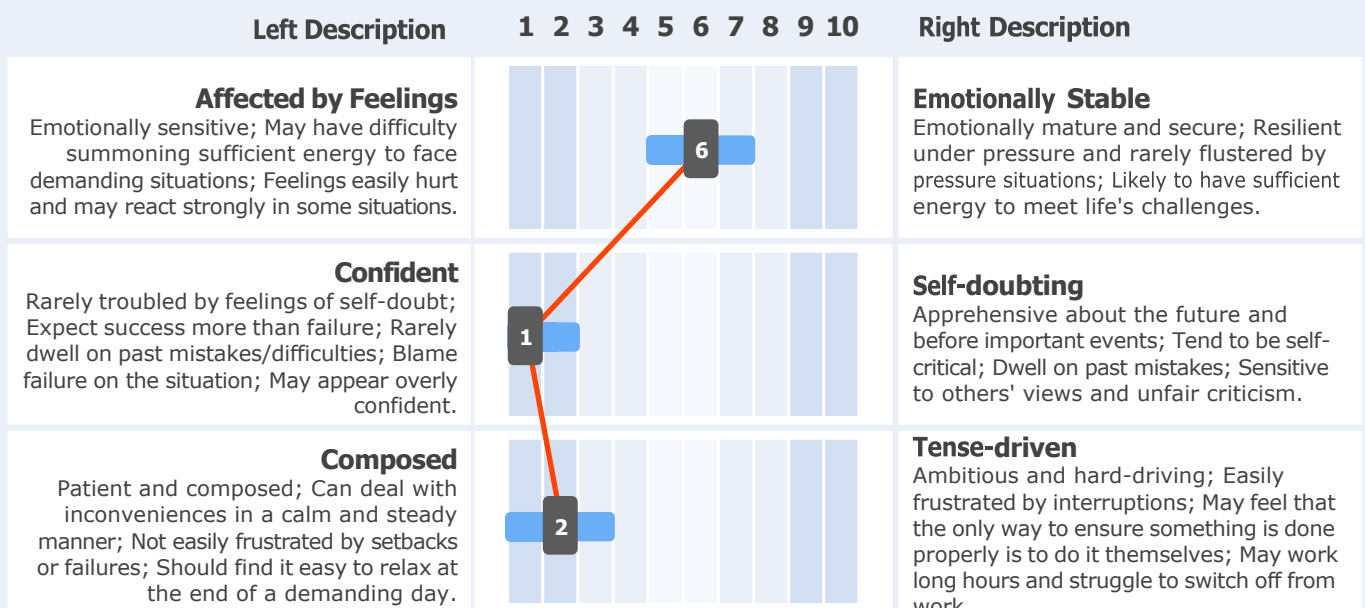
Left Description	1 2 3 4 5 6 7 8 9 10	Right Description
<p><b>Distant Aloof</b></p> <p>Low need for affiliation; Disinclined to talk about personal matters or express feelings; May feel uncomfortable with overly friendly people; Prefer relationships of longevity and depth.</p>		<p><b>Empathic</b></p> <p>Friendly, warm, and supportive; Natural interest in other people; Personable and affable; Likely to be valued team members; May blur boundaries between work and socialising.</p>
<p><b>Retiring</b></p> <p>May take some time to build rapport with people; Likely to slip into the background at social events; May feel uncomfortable around strangers; Have aversion to being the focus of attention.</p>		<p><b>Socially-bold</b></p> <p>Feel confident when meeting new people; May be quick to initiate social contact; Confident communicators who may appear 'over-the-top' to more retiring individuals.</p>
<p><b>Group-oriented</b></p> <p>Have a preference for team and group activities; Enjoy collective decision making; May find it difficult if they have to work independently and use initiative.</p>		<p><b>Self-sufficient</b></p> <p>Self-reliant individuals who are happy working autonomously; May see group decision making as inefficient; Tend to be selective about consulting others.</p>
<p><b>Low Intellectance</b></p> <p>May lack confidence in own intellectual abilities; Prefer to work on uncomplicated tasks; May feel uncomfortable when explaining complex ideas; Believe they lack general knowledge.</p>		<p><b>High Intellectance</b></p> <p>Confident of own intellectual ability; Enjoy working on tasks that are intellectually demanding; Keen to learn new information; Preference for complex arguments and ideas.</p>
<p><b>Accommodating</b></p> <p>Co-operative and obliging; Will not force their opinions onto others; Try to avoid disagreeing with people; Content letting others take a more visible lead; May have difficulty asserting their own opinions and views.</p>		<p><b>Dominant</b></p> <p>Assertive and forceful; Prefer to take charge of a situation; Effective in getting things done, but may not always consider others' views; May push to get their own way.</p>
<p><b>Direct</b></p> <p>Forthright and direct in their dealings with others; May be perceived as blunt or tactless on occasion; Has potential to get off-side with others.</p>		<p><b>Restrained</b></p> <p>Tend to tailor their approach to the situation; Careful about the impression they create; Will tend to think before acting or speaking; Can be skilled at influencing other people.</p>
<p><b>Trusting</b></p> <p>Quick to place their faith in others; Believe that most people are honest and reliable; Tolerant of others' shortcomings/mistakes; Likely to feel let down if others take advantage of their goodwill.</p>		<p><b>Suspicious</b></p> <p>Doubtful and questioning of others' motives; Not inclined to take anything at face value; Guarded in their dealings with people; May take time to form close, personal friendships.</p>
<p><b>Sober Serious</b></p> <p>Deliberate and cautious; Likely to consider all options before acting; May come across as being too serious and take some time to build rapport with strangers.</p>		<p><b>Enthusiastic</b></p> <p>Energetic and carefree; Should be drawn to stimulating social situations; May take action without fully considering the consequences.</p>



## THINKING STYLES PROFILE

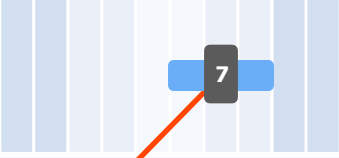

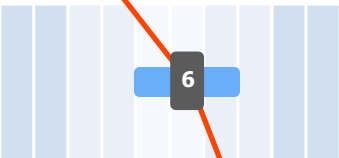
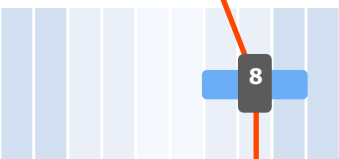
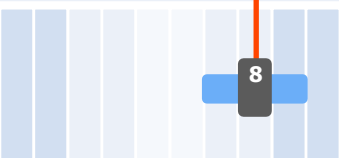


## COPING STYLES PROFILE

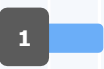
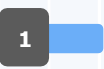


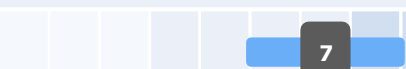



## BIG FIVE PROFILE

Scale	Left Description	1 2 3 4 5 6 7 8 9 10	Right Description
E	<b>Introversion</b> Orientated towards their own inner world of thoughts, perceptions and experiences; Self-contained; Less socially active; Prefer solitary activities; Reserved and socially inhibited.		<b>Extraversion</b> Strong people orientation; Seek out situations to be with or engage others; Socially confident and uninhibited; Good at initiating and maintaining personal relationships/networks.
N	<b>Low Anxiety</b> Emotionally mature and resilient; Satisfied with life; Self-assured; Tend to cope well with pressure and emotionally demanding situations.		<b>High Anxiety</b> Anxious about the future; Distrusting of others; Dissatisfied with self and past achievements; Tend to have difficulty coping with demanding situations.
O	<b>Pragmaticism</b> Realistic with a preference for concrete and tangible solutions; Factually-based actions and decisions; Conventional and unsentimental; Focussed on the utility of ideas.		<b>Openness</b> Intellectually orientated; Preference for creative and innovative approaches to problems; Open to possibilities; Enjoy broad concepts and theories; Appreciate artistic pursuits.
A	<b>Independence</b> Actively self-determined in own thoughts and actions; Tend to have a strong need to get things done or make things happen; Willing to criticise others; Can be confrontational.		<b>Agreeableness</b> Empathic and sensitive; Strong concern for others' needs; Averse to criticising or disciplining others; Happy to come to a compromise.
C	<b>Low Self-Control</b> Free from the constraints of social rules; Prepared to express views that differ; Less interested in repetitive tasks; Have a tolerant, open attitude to life.		<b>High Self-Control</b> Conform to social norms and expectations; Dutiful and dependable; Highly conscientious.

## RESPONSE STYLE INDICATORS

	Low	Medium	High
	1 2 3	4 5 6 7	8 9 10
<b>Central Tendency</b> A high score suggests that the respondent has been indecisive and/or non-committal in their answers.			
<b>Infrequency</b> A high score indicates that the respondent has provided unusual responses and may not have attended diligently to the questionnaire.			

Distortion Scales	Low	Medium	High
	1 2 3	4 5 6 7	8 9 10
<b>Social Desirability</b> A high score indicates that the respondent answered in a way which may present an unrealistically positive image of themselves.			
<b>Faking Good</b> A high score suggests that the respondent disagreed with a number of unfavourable items that routinely apply to most people.			
<b>Faking Bad</b> A high score suggests that the respondent agreed with a number of unfavourable items that are unlikely to apply to him/her.	