



Sample Report
01/01/2026

EXPERT

EXTENDED REPORT

FIFTEEN FACTOR QUESTIONNAIRE PLUS





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 Respondents	19633

DISCLAIMER

This is a strictly confidential assessment report on 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 Sample.

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 Sample's assessment report. These can be used as the basis for further probing during the interview or counselling discussions.

POTENTIAL STRENGTHS

- Is likely to question traditional work practices that they no longer sees as relevant.
- Should be effective in situations where they are required to view things from a broad perspective.
- Should build close working relationships with colleagues and be a popular team member.

POTENTIAL DEVELOPMENT NEEDS

- May be highly critical of the status quo.
- May have difficulty adhering to highly structured workplaces and prefer others attend to the detail.
- Profiling as highly personable, they may dislike working alone.



PERSONALITY ASSESSMENT

RESPONSE STYLE

The 15FQ+ contains a number of measures that examine the way in which the respondent has approached the questionnaire. The results indicate that Sample Report has responded to the questionnaire in an open and honest manner.

INTERPERSONAL STYLE

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

With a high level of social confidence, Sample should enjoy meeting new people. A confident communicator, they should feel at ease in social situations, yet may run the risk of coming across as too over-the-top, particularly in the company of more low-key individuals.

Their results suggest that Sample should enjoy a role that offers the opportunity to work with autonomy and freedom from the distraction of others. In line with this, Sample should be comfortable making their own decisions, yet could still benefit by checking their thinking with colleagues in order to avoid going off on a tangent.

Sample profiles as being no more or less confident than the average person in their intellectual ability and, as a result, should deal with concepts and complexity with reasonable ease. While they should enjoy tasks that offer some mental stimulation and challenge, they should still appreciate the chance for some reflective thought when working with new, or challenging material.

Presenting themselves as a reasonably assertive person by nature, Sample should be as willing as most people to take charge of a situation. While comfortable expressing their views directly, they should still remain open to the contribution of others.

With a balance between being diplomatic as well as direct, Sample should be able to communicate the intent of their message clearly while taking care not to upset others.

Not particularly suspicious or sceptical, Sample is likely to give people the benefit of the doubt. They should, however, understand that people cannot always be taken at face value and therefore exercise some caution with people who have previously let them down, or with individuals they do not know.

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

THINKING STYLE

Sample profiles as being slightly more expedient and action-focused than the average person, and as such, may prefer dealing with issues from a broader perspective. Although Sample should see the value of process and procedures, they may have difficulty remaining motivated when working on a particularly routine or repetitive task.

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



Sample profiles as being a reasonably creative, imaginative individual who should enjoy engaging in discussion at a more abstract level. Willing to look beyond the obvious when problem solving, Sample should be able to come up with novel, innovative ideas, yet may need to work alongside others to ensure the practical application of their ideas.

Sample's results suggest that Sample has a strong dislike for what they see as bureaucratic process, and may be ideally suited to working in a role that provides the latitude to work through issues in their own way. Likely to favour new, radical approaches, Sample may frustrate others by being overly quick to reject existing systems and processes.

Sample profiles as having a very 'take me as I am' approach to life and is likely to be more open-minded and free-thinking than most. Likely to question social norms and process, Sample may be less concerned about fitting in and conforming than they are with standing up for their views.

COPING STYLE

An analysis of Sample scores suggest that they should be a stable, emotionally strong individual. With sufficient energy to cope with life's challenges, they should take most things in their stride and cope well in a crisis situation. Typically, people with this profile will be a calming influence on others.

Results suggest that Sample should be no better or worse than the average person at handling life's challenges. Reasonably secure and self-assured, they should expect the best when embarking on a project and is unlikely to worry about the risk of failure.

More relaxed and composed than the average person, Sample is unlikely to become short-tempered or irritable when things go wrong. They 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 Sample is likely to interact with their colleagues in a team situation. The specific ways in which Sample will express their preferred team style may, however, vary according to the situation. In addition, this behavioural style takes no account of their intellectual approach to problems and the quality of their decisions. The scores below indicate 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 Sample's predominant and secondary team styles is provided.

TEAM ROLE CHART

Role	Score	1	2	3	4	5	6	7	8	9	10
Coordinator	4.7					4.7					
Shaper-Driver	3.9				3.9						
Evaluator-Critic	3.5				3.5						
Implementer	2.8				2.8						
Team Builder	9.2									9.2	
Resource-Investigator	10									10	
Inspector-Completer	3.1				3.1						
Innovator	8.5									8.5	

Team Role Combination – Team Builder/Resource Investigator

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

LEADERSHIP STYLES CHART



Primary 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.

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 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 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.

SUBORDINATE STYLES CHART



Primary Subordinate Style: Collaborative Subordinate

Collaborative Subordinates believe that the problem-solving power of the team is more than that of the individual members included within that team: their primary concern is that the team as a whole achieves its objective. Collaborative Subordinates relish group discussions and will typically propose innovative ideas of their own, as well as being more than happy to discuss the ideas of others. As strong believers in constructive criticism, they show little reluctance when it comes to pointing out weaknesses in other peoples' ideas; similarly they are usually happy to accept the criticisms of others. Collaborative Subordinates are at their most effective when working under managers who share their views about group participation – i.e., those who encourage collaboration rather than those with a more directive style.

Secondary Subordinate Style: Self-Reliant Subordinate

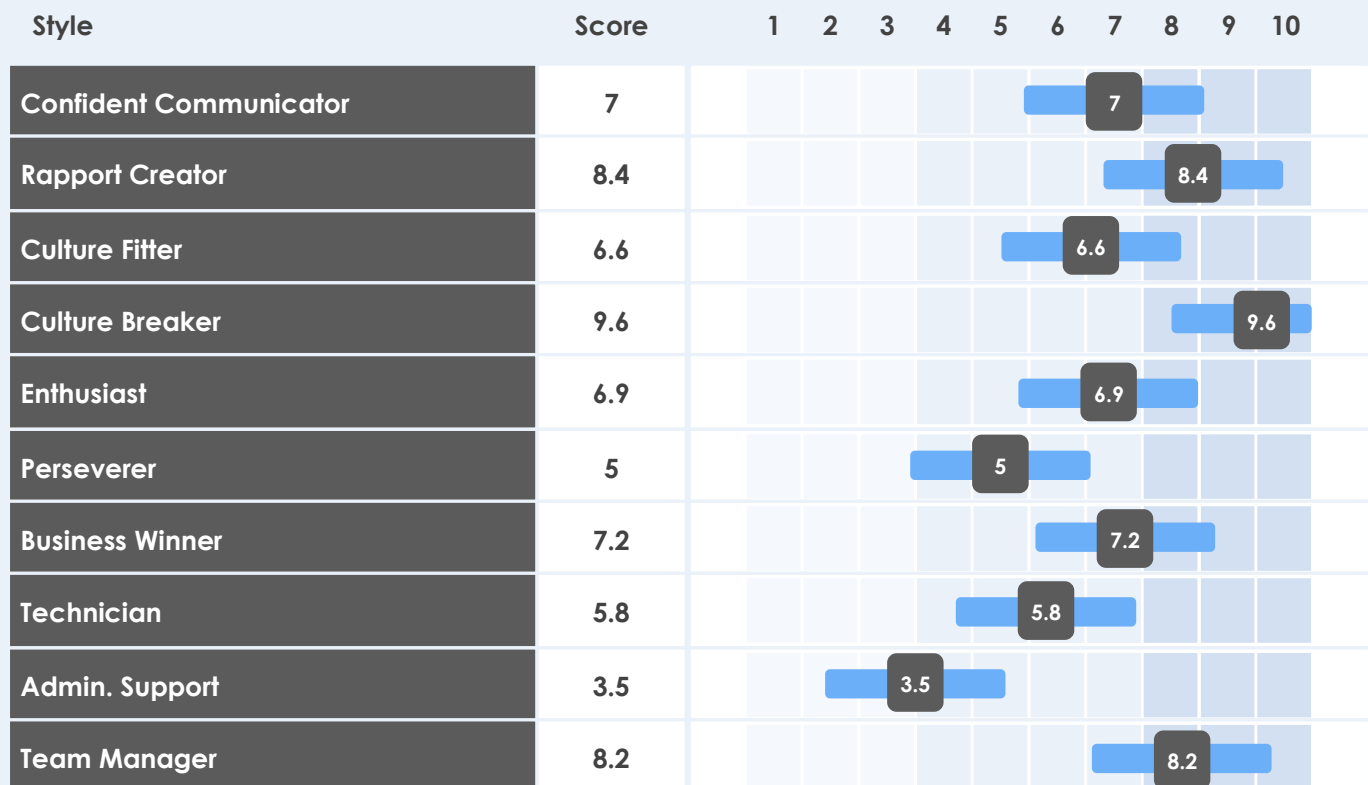
Self-Reliant Subordinates tend to be most effective when working in an environment that allows them freedom to express their own ideas. They are generally innovative individuals who are also concerned with achieving results; thus, their ideas will typically be imaginative but tailored to solving the 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.



INFLUENCING STYLES

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

INFLUENCING STYLES CHART



Primary 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.

Secondary Influencing Style: Rapport Creator

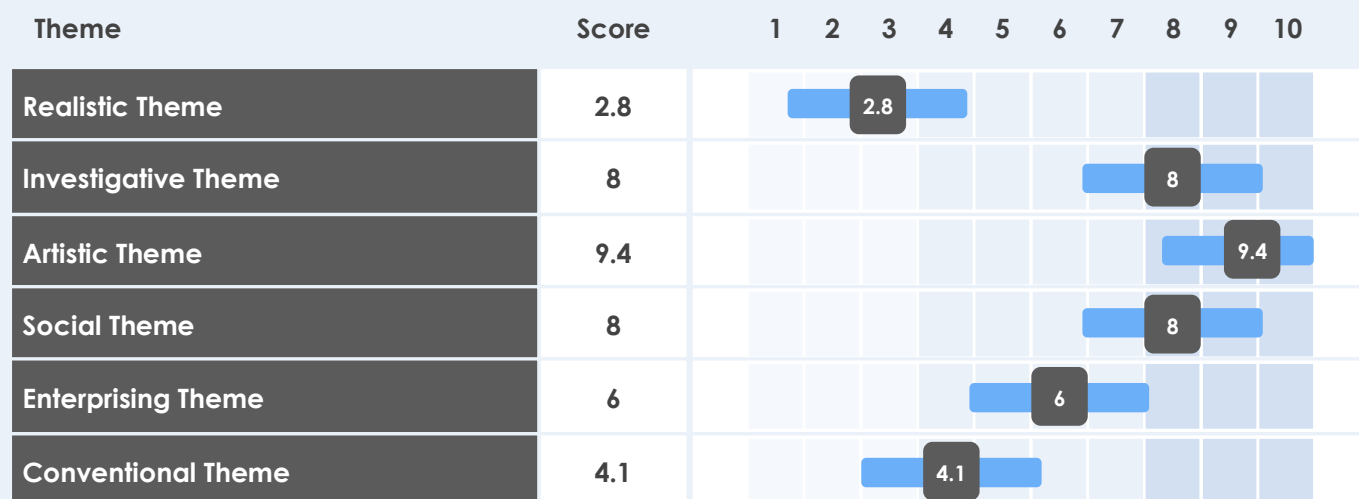
Rapport Creators are usually capable of building warm, friendly relationships with people in order to promote their ideas, services and products. They tend to be outgoing individuals who are genuinely concerned about addressing their clients' specific needs and requirements. They apply their ability 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.



CAREER-THEME SCALES

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

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

Distant Aloof

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.

Retiring

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.

Group-oriented

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.

Low Intellectance

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.

Accommodating

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.

Direct

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.

Trusting

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.

Sober Serious

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.

Empathic

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.

Socially-bold

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.

Self-sufficient

Self-reliant individuals who are happy working autonomously; May see group decision making as inefficient; Tend to be selective about consulting others.

High Intellectance

Confident of own intellectual ability; Enjoy working on tasks that are intellectually demanding; Keen to learn new information; Preference for complex arguments and ideas.

Dominant

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.

Restrained

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.

Suspicious

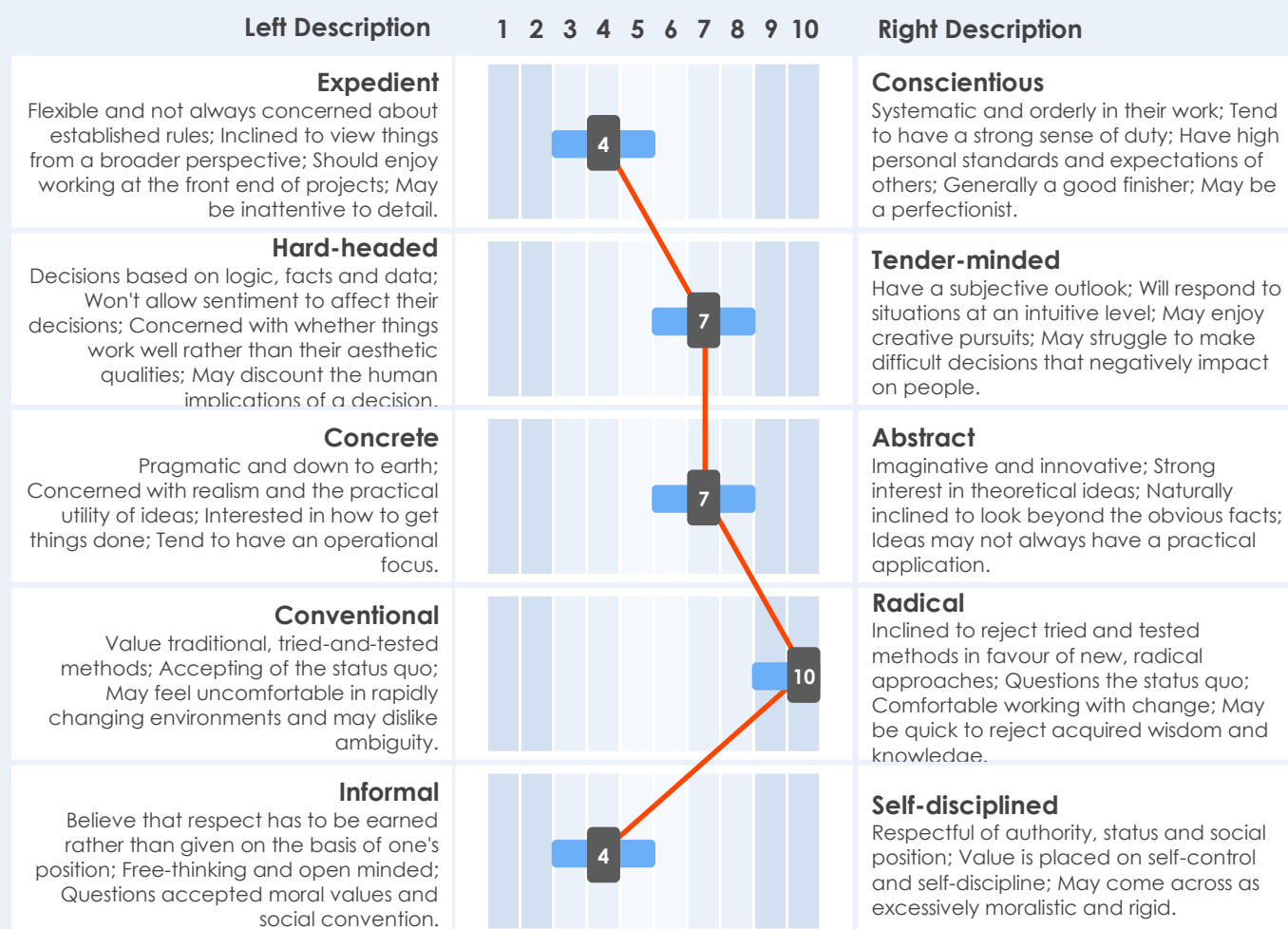
Doubtful and questioning of others' motives; Not inclined to take anything at face value; Guarded in their dealings with people; May take time to form close, personal friendships.

Enthusiastic

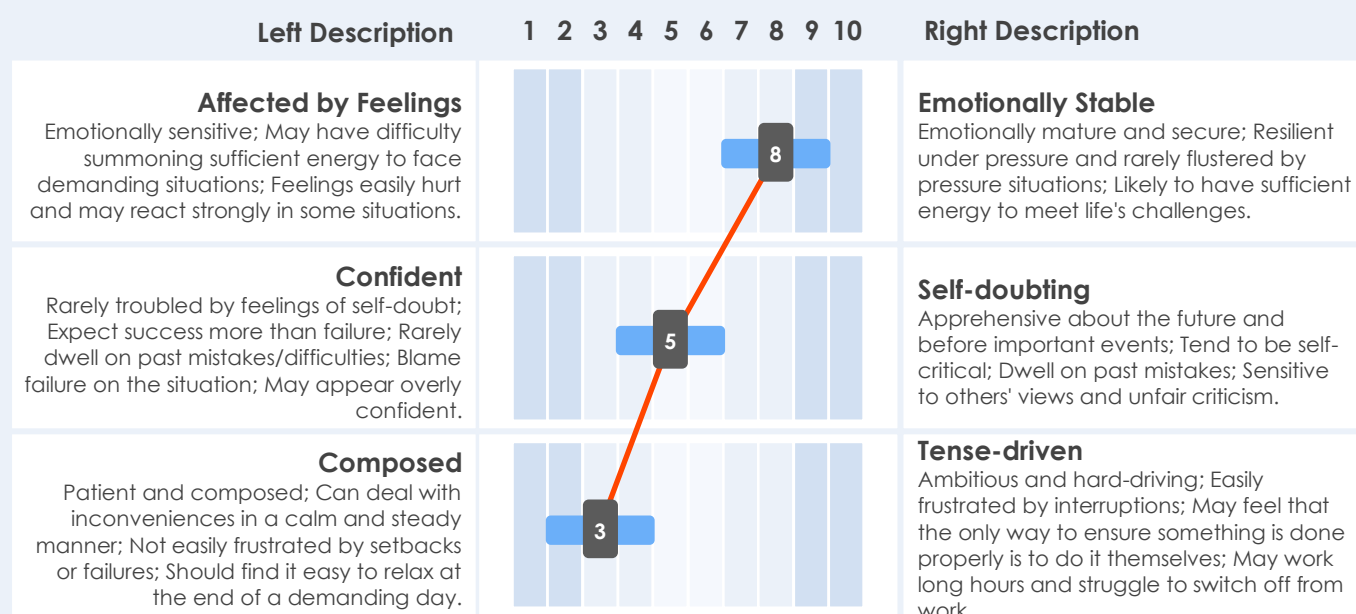
Energetic and carefree; Should be drawn to stimulating social situations; May take action without fully considering the consequences.



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	Introversion Orientated towards their own inner world of thoughts, perceptions and experiences; Self-contained; Less socially active; Prefer solitary activities; Reserved and socially inhibited.		Extraversion 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	Low Anxiety Emotionally mature and resilient; Satisfied with life; Self-assured; Tend to cope well with pressure and emotionally demanding situations.		High Anxiety Anxious about the future; Distrusting of others; Dissatisfied with self and past achievements; Tend to have difficulty coping with demanding situations.
O	Pragmaticism Realistic with a preference for concrete and tangible solutions; Factually-based actions and decisions; Conventional and unsentimental; Focussed on the utility of ideas.		Openness Intellectually orientated; Preference for creative and innovative approaches to problems; Open to possibilities; Enjoy broad concepts and theories; Appreciate artistic pursuits.
A	Independence 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.		Agreeableness Empathic and sensitive; Strong concern for others' needs; Averse to criticising or disciplining others; Happy to come to a compromise.
C	Low Self-Control 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.		High Self-Control 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		
Central Tendency A high score suggests that the respondent has been indecisive and/or non-committal in their answers.			
Infrequency A high score indicates that the respondent has provided unusual responses and may not have attended diligently to the questionnaire.			
	Low	Medium	High
	1 2 3 4 5 6 7 8 9 10		
Social Desirability A high score indicates that the respondent answered in a way which may present an unrealistically positive image of themselves.			
Faking Good A high score suggests that the respondent disagreed with a number of unfavourable items that routinely apply to most people.			
Faking Bad A high score suggests that the respondent agreed with a number of unfavourable items that are unlikely to apply to them.			