

15FQ+

FIFTEEN FACTOR
QUESTIONNAIRE

Anne Sample

Sample Customer

07/04/2004

This is a strictly confidential assessment report on Anne 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 Anne Sample. This analysis should be considered in the context of other relevant information such as actual experience, vocational interests, skills and aptitudes.

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 Anne Sample was as happy as most people to present herself openly and candidly, without wishing to project an overly positive image of herself. 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

Anne Sample's personality orientation is quite extraverted. That is, she will like a good deal of contact with people and will adopt quite an open 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. Expressing moderate levels of warmth and empathy, she is likely to be seen as relatively supportive of colleagues. No more or less sympathetic and understanding than most, she will be able to maintain a degree of distance from colleagues when necessary. Her enthusiasm and sense of fun is held in check by a degree of inhibition. In the right setting, she should be as capable as most of letting go and having a good time. Extremely socially confident, Anne Sample will be bold, venturesome and totally uninhibited in social interactions. Seeking high levels of social stimulation and excitement, she is extremely likely to be adventurous and will enjoy being the centre of attention. She will relate easily and comfortably with people and will be drawn to social situations for the recognition it provides and will have no trouble with "stage fright" but will not generally rush to be in centre-stage. Relatively confident of her intellectual abilities, she is likely to be particularly effusive when discussing lofty issues. Her ability to withstand external pressures without expending too much energy will enable her to face quite gruelling emotional situations. Generally preferring to work within a team, Anne Sample enjoys group participation and social recognition. She will tend to feel most comfortable working in a group setting, where she can share her thoughts with others.

As amenable and co-operative as most, she will generally not seek confrontation for confrontation's sake. Being moderately competitive, she should not be averse to meeting challenges. While capable of being outspoken on occasion, she should not be oblivious to others' sensibilities. Temperamentally, Anne Sample is extremely trusting by nature and sees little reason to be suspicious of others' motives. A high-profile group member, she may occasionally be accused of being too trusting and overindulgent, but is sufficiently forceful not to have the wool pulled over her eyes. Believing strongly that people are genuine and honest, she will usually give them the benefit of the doubt. This strong inclination may make her appear rather credulous and there is a risk that she may be easily taken in. In personal exchanges she is inclined to be very self-assertive, forceful and controlling, with a desire to have her own way. Willful and potentially aggressive Anne Sample is very inclined to give vent to noticeably strong opinions and may tend to be domineering. 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

Anne Sample is likely to come across as a somewhat intuitive person who is quite receptive to ideas and experiences. Creatively orientated, she is likely to be somewhat sensitive to the subtleties and nuances of life. She is likely to be viewed as a relatively intellectually-orientated person who enjoys working on complex problems and ideas. Being rather competitive in this regard, she may express her insights in a challenging manner. Having a somewhat conventional perspective on life, she prefers established, well-proven solutions to problems. She may, as a result, be somewhat reticent about accepting new, innovative ideas, particularly if they are outside the realm of her own personal experience. Very soft-hearted and aesthetically sensitive, she is likely to lack a tough, hard-headed, utilitarian approach. Having a very creative and artistic temperament, she will be drawn to expressive activities and cultural elaborations. Very sentimental, and open to feelings, she will be readily moved by emotions of wonderment and awe in the face of beauty and sensational events. As attentive as most people to practical realities, she will not be unduly dismissive of abstract, theoretical concepts. She will tend to balance a focus on the here and now with an openness to possibilities and ideas.

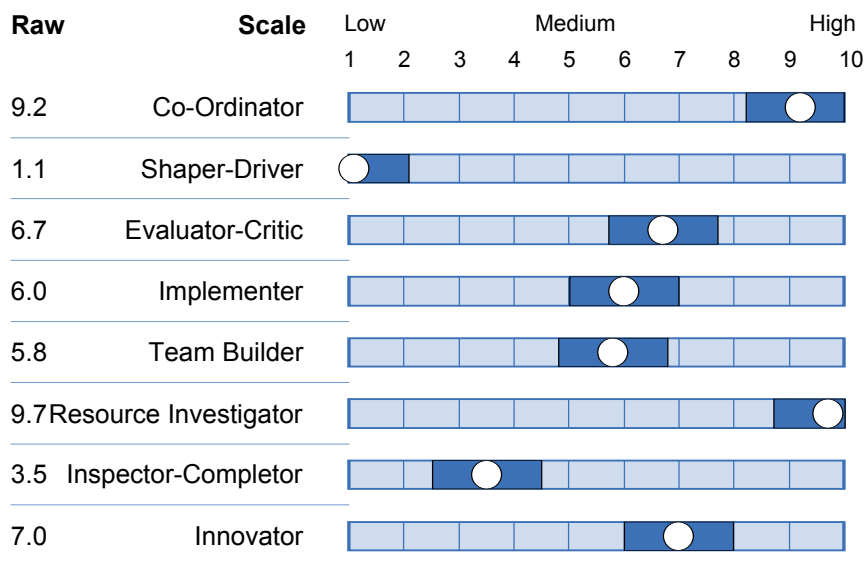
Having below average levels of self-control, Anne Sample's behaviour and attitudes are more a function of her own personal belief system than social norms and expectations. Free-thinking and quite spontaneous, she may be somewhat dismissive of authority. Not having particularly high levels of self-discipline or self-control, she is not likely to be overly concerned about her social standing. She 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 her - she will tend to view people on their merits. However, being diplomatic and aware of the impact she 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, 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

Anne Sample is currently experiencing very low levels of anxiety. Relatively emotionally resilient and stable in mood, she should have little difficulty facing challenges in a calm, collected manner. Generally unruffled by events, she is likely to be viewed as being dependable in a crisis. She should have sufficient energy to cope with quite demanding situations. She should generally be able to rapidly recharge her depleted energy resources after having faced demanding work schedules. Relatively secure and considerably self-assured, she is likely to be cheerful, optimistic and free of regrets and self-doubt. Relatively sure of herself, and her intellectual abilities, she is likely to appear confident, especially in social settings. If things go wrong she is liable to blame the situation Anne Sample appears to others to be an easy going and composed individual. She projects herself as a sedate individual who is not easily perturbed and is not often moved to outbursts of anger or frustration. People may find her relaxed composure in the face of a crisis, reassuringly impressive. Only the most major frustrations and irritations are likely to upset her.

Team Roles

The Team Roles describe how Anne 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 Anne 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 Anne Sample's predominant and secondary team styles is provided.

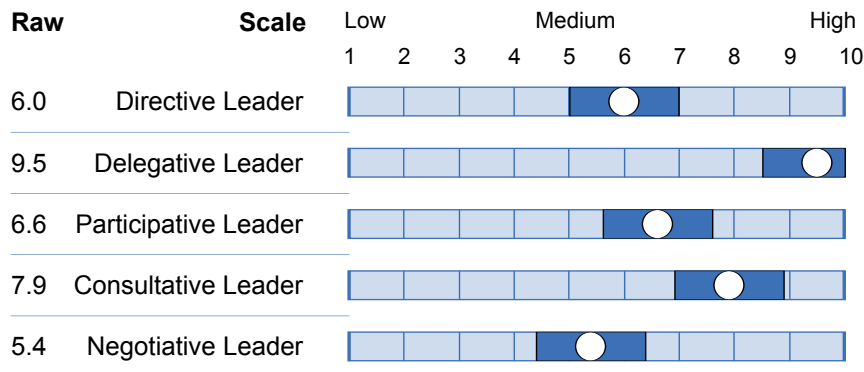


TEAM ROLE COMBINATION - RESOURCE INVESTIGATOR/CO-ORDINATOR

Anne Sample has a strong team orientation and is likely to successfully control and co-ordinate a team whilst also exploring contacts and sources of new ideas that will stimulate the work of the team. She may integrate these outside resources effectively with existing work and plans. Her social polish and charm should lead to good relationships with people externally and enhance the reputation of the team. However, she occasionally may take this too far, possibly spending insufficient time with her own team, or investing too much time socialising with interesting clients. Generally, however, she will be able to recognise talent within her team, delegate effectively, involve and reward staff, and stimulate their creativity with new ideas. Whilst usually able to maintain a broad perspective on organisational objectives and management, she may sometimes be a little too optimistic about others' capabilities, take on too much for the current workload, and experience difficulty in meeting deadlines if time constraints are shortened.

Leadership Styles

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



PRIMARY LEADERSHIP STYLE: DELEGATIVE LEADER

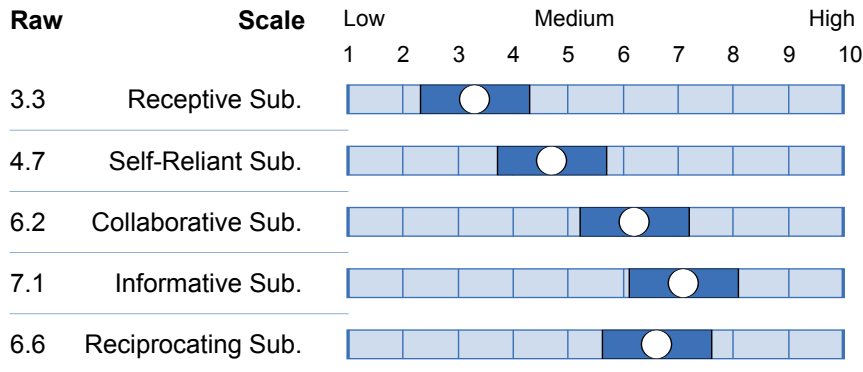
As the name suggests, the style of Delegative Leaders is characterised by delegating work to subordinates. Since their style is not strongly democratic, the process of delegation may not involve consultation. As a result, subordinates will generally be assigned work rather than have active input into 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.

SECONDARY 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.

Subordinate Styles

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



PRIMARY SUBORDINATE STYLE: INFORMATIVE SUBORDINATE

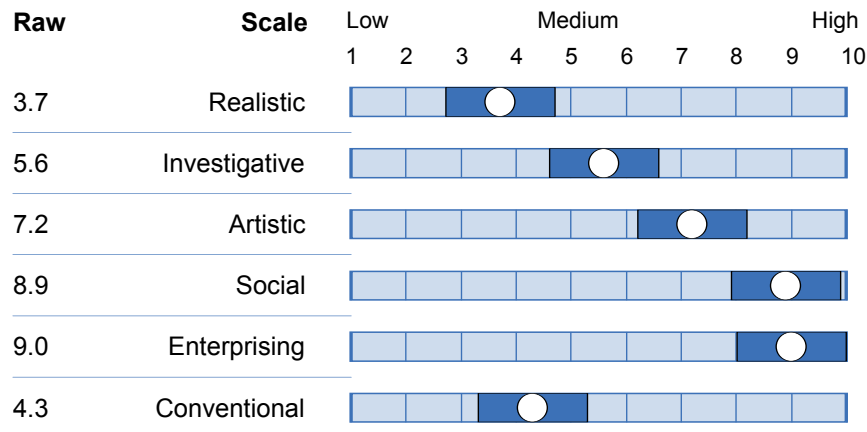
Managers generally approach Informative Subordinates in the knowledge that their ideas and opinions will be sound and informed. Informed Subordinates typically produce creative ideas and innovative solutions. Their capacity to subject their own ideas and those of others to a detailed critical analysis 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.

SECONDARY 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 Reciprocal Subordinates usually have strong views of their own, any exchanges between subordinate and manager will typically be productive.

Career-Theme Scales

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



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 Anne's assessment report. The interviewer may wish to use these as the basis for further probing during the interview or counselling discussions.

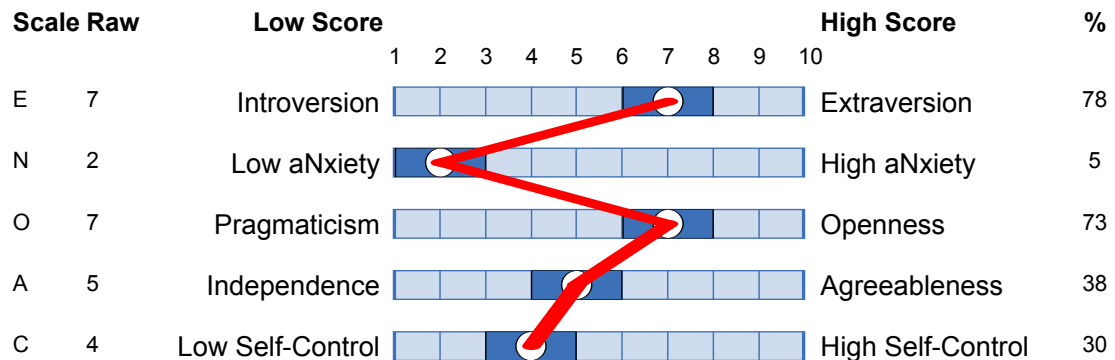
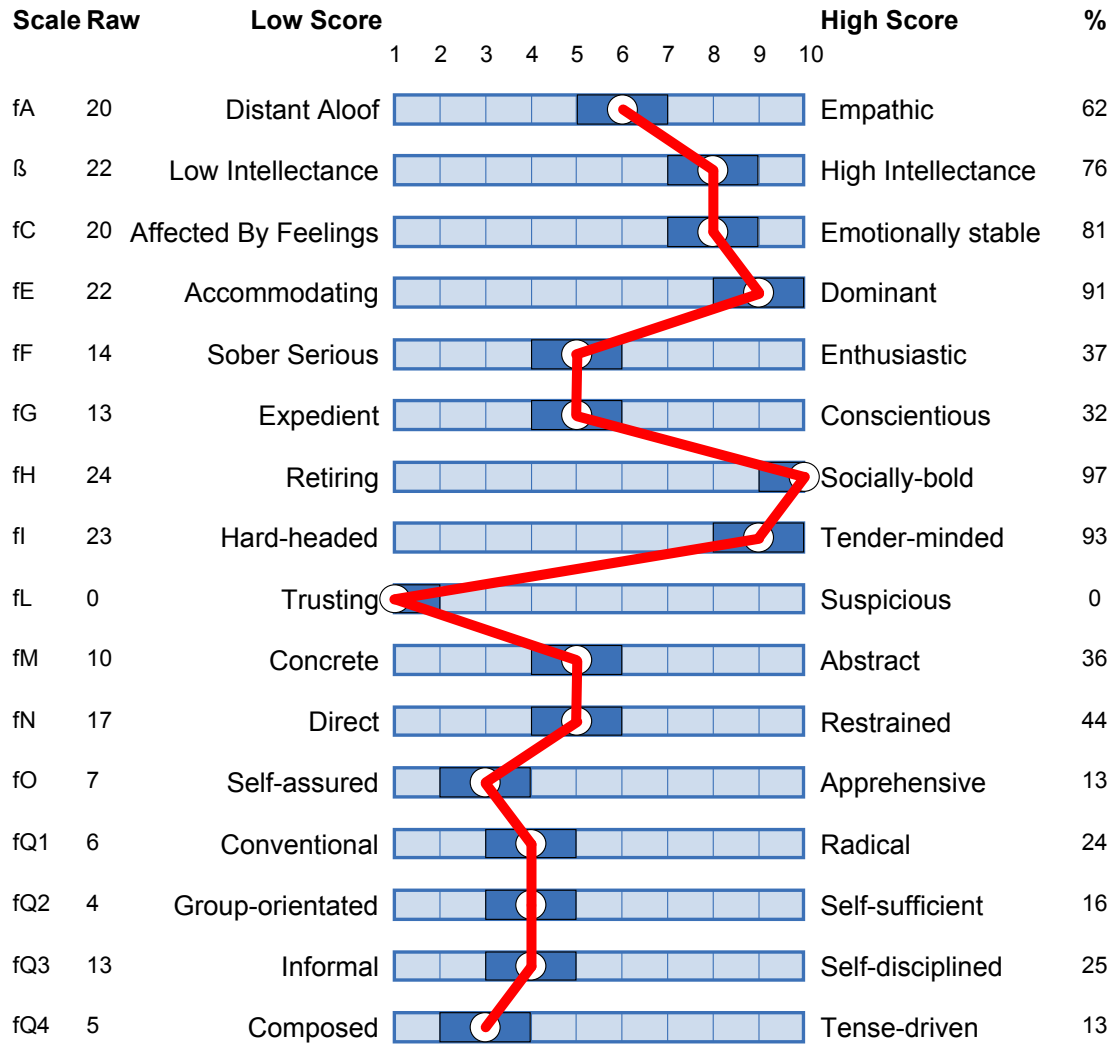
POTENTIAL STRENGTHS

- Will tend to assert herself and make her views very clear to people.
- Will tend to take into account relevant feelings and emotions when making decisions.
- Will generally appear to be self-assured and confident.
- Will tend to have a high regard for people and is likely to give others the benefit of the doubt.
- Extremely relaxed and self-assured, she may provide reassuring composure and confidence in a crisis.
- Has positive self-regard and highly developed social self-confidence.
- Should be able to quickly respond to a challenge and may enjoy taking risks.

POTENTIAL DEVELOPMENT NEEDS

- May seem somewhat forceful and inattentive to the needs of others in achieving her objectives.
- May experience difficulty in emotionally tough situations.
- At times her self-confidence may be interpreted as complacency.
- May tend to be too trusting and take others at face value.
- May appear to lack a sense of urgency.
- May have a tendency to overlook her own limitations in her approach to situations.
- May be too inclined to take unnecessary risks.

15FQ+ Profile



Norms based on a sample of 1186 Professional Managerial.

Additional Measures

	Raw	Additional Scales		%
		1 2 3 4 5 6 7 8 9 10		
eIQ	28	Emotional Intelligence		93
WA	25	Positive Work Attitude		69

	Raw	Additional Scales		%
		1 2 3 4 5 6 7 8 9 10		
SD	8	Social Desirability		53
CT	20	Central Tendency		34
INF	0	Infrequency		0

	Raw	Additional Scales		%
		1 2 3 4 5 6 7 8 9 10		
FG	7	Fake Good		52
FB	3	Fake Bad		7