

15FQ+

FIFTEEN FACTOR
QUESTIONNAIRE

John Smith

02 March 2009

N.B. This is a CONFIDENTIAL report, containing personal information to be used under the guidance of a trained professional. It should be shown only to decision makers on a 'NEED-TO-KNOW' basis. If you are not authorised to read this report, please return it immediately to a qualified person.

Introduction

WAIVER

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

CONTEXT

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

NORM GROUP

The ratings and commentary in this report are relative to a comparison group of 12574 NZ Respondents.

15FQ+ PERSONALITY QUESTIONNAIRE RATINGS

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

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

Executive Summary

The following section lists a number of points that can be inferred from John's assessment report. These may be used as the basis for further probing during the interview or reference-checking discussions.

POTENTIAL STRENGTHS

- Is likely to adopt a rational and objective approach to decision-making.
- Should be self-assured and confident.
- Is likely to question traditional beliefs and outmoded practices.
- May take the views of others into account.
- Is likely to have a high regard for people and give others the benefit of the doubt.
- Is likely to be practical and realistic, with his feet firmly on the ground.
- Extremely relaxed and self-assured, he may provide reassuring composure and confidence in a crisis.
- Tough-minded and pragmatic, he is unlikely to get distracted by abstract notions that have limited practical application.
- Should be able to quickly respond to a challenge and may enjoy taking risks.

POTENTIAL DEVELOPMENT NEEDS

- May focus on task issues at the expense of the human element.
- At times his self-confidence may be interpreted as complacency.
- May tend to be highly critical of the status quo.
- May seem rather too reliant on group acceptance and support.
- May tend to be too trusting and take others at face value.
- May tend to lack interest in conceptual issues and be inattentive to the global aspects of a task.
- May lack a sense of urgency.
- Tough-minded, he may dismiss abstract or conceptual pursuits as lacking substance.
- May be too inclined to take unnecessary risks.

Personality Assessment

VALIDITY SCALES

The results indicate that John may have been very concerned to present himself in a falsely positive light. That is, he may have intentionally (or otherwise) selected answers that project an image that is considered to be favourable given the context in which the questionnaire was completed. The number of central, non-committal answers selected was low, suggesting that he responded in a relatively definitive manner.

INTERPERSONAL STYLE

An analysis of John's scores suggests that he is slightly more private than most people and, initially at least, may feel uncomfortable in the company of people who are overly familiar or friendly. Preferring to keep a reasonably clear separation between his work and personal life, John is likely to be selective in who he gets close to, and may seek friendships of depth, rather than the accumulation of a lot of superficial acquaintances.

More socially confident than most, John should feel self-assured and at ease in unfamiliar social situations. In line with this, he is likely to be good at building rapport and should readily contribute to group discussion and debate. A confident communicator, John should make a positive, first impression on people he meets.

John is the kind of person who should enjoy the company of others and appreciate the chance to bounce his ideas around before committing to a course of action. Moving forward, it will be important to watch that John's need for social contact does not interfere with his ability to work in a self-reliant way or use his initiative.

John profiles as being no more or less confident than most people in his intellectual ability and, as a result, he is likely to enjoy working on tasks that offer some mental stimulation and challenge. Having said this, John should still appreciate the chance to formulate his thinking in advance of sharing his ideas with others, particularly when working with complex concepts.

John profiles as being a reasonably dominant person by nature, and should be as willing as most to take charge of a situation. Scoring at this level, he should be comfortable expressing his opinions, while, at the same time, remaining receptive to the contribution of others.

His results present John as being a particularly diplomatic and restrained person who should monitor his behaviour closely to ensure he does not upset or offend others. Typically, people with this profile will think before speaking, yet can sometimes struggle to convey the importance of the message in their desire to communicate it tactfully.

Results show that John is more trusting than most people, and will tend to take others at face value rather than question the motives behind what people say or do. Wanting to see the good in others, he may end up tolerating a negative situation longer than he should before taking action. In saying this, however, he should appreciate the need to apply some critical analysis to his judgement of people and situations.

John profiles as being no more or less enthusiastic than most people in his approach to work and social situations. As such, he should appreciate the importance of spontaneity and the

need to respond quickly to new opportunities or situations as they arise. At the same time, John does look to appreciate the importance of deliberation and evaluating the consequences of one's actions.

THINKING STYLE

John profiles as having the capacity to strike a balance between being expedient and conscientious. On the one hand this would suggest that he is ideally suited to a role that provides scope for flexibility and the chance to deal with issues as they arise. At the same time, John should see the value of working inside set procedures and established rules, and should apply himself to finishing what he has started.

A particularly rational, objective individual, John is unlikely to let sentiment cloud his judgement and will tend to adopt a tough-minded, no-nonsense approach to problem solving. Ideally suited to working with problems involving logic and data, John may need to watch that he does not discount the human implications of his decision making.

John profiles as being a particularly down-to-earth, practical person who may be more concerned that things work, rather than explore how or why they work. Firmly grounded in the here-and-now, he should adopt a very common-sense approach to problems, and may be quick to discount new ideas or possibilities that are outside his immediate experience. Moving forward, John may benefit from working alongside others who can stimulate his thinking beyond the obvious, and help him consider new ideas and possibilities.

Reasonably unconventional by nature, John is likely to favour new, radical solutions to problems, and may prefer working in a dynamic, change-orientated environment. If asked, John is likely to place value on such things as progress, innovation and change and should appreciate the latitude to work through issues in his own way.

John profiles as being reasonably concerned about his social standing and reputation and as such, should be concerned about how others view him. While John is unlikely to openly question authority, he may still believe that respect has to be earned, rather than simply given as a consequence of one's position or rank.

COPING STYLE

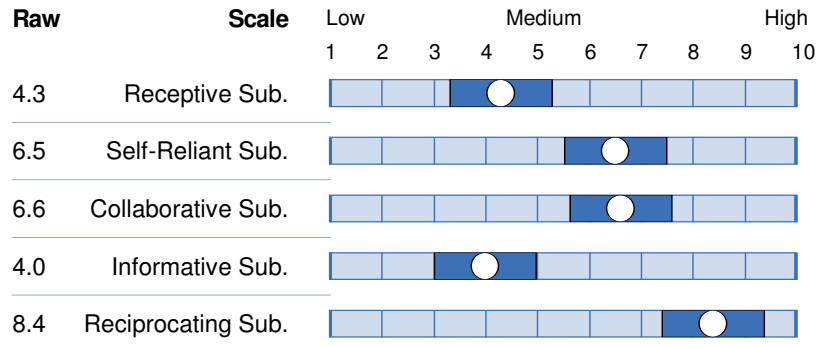
Reasonably resilient in his outlook, John should approach most situations in a calm and collected manner, and not become flustered by any challenges thrown his way. From time to time, however, John may still over-react to a situation, and allow his judgement to become clouded by emotion.

Results show that John is a particularly confident, self-assured individual who should expect success more than failure when it comes to dealing with life's challenges. Extremely secure and self-assured, he is unlikely to worry about facing potential challenges or difficulties, yet may lack insight into any personal shortcomings. Such a situation may cause John to take unnecessary risks.

Presenting himself as an extremely relaxed and composed person, John is unlikely to become short-tempered or irritable when things go wrong. He should find it easy to relax and unwind after a hard day, yet may come across as being too laid back and without sufficient ambition. Relative to others, John may lack a sense of urgency.

Subordinate Styles

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles John 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 John 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: RECIPROCATING SUBORDINATE

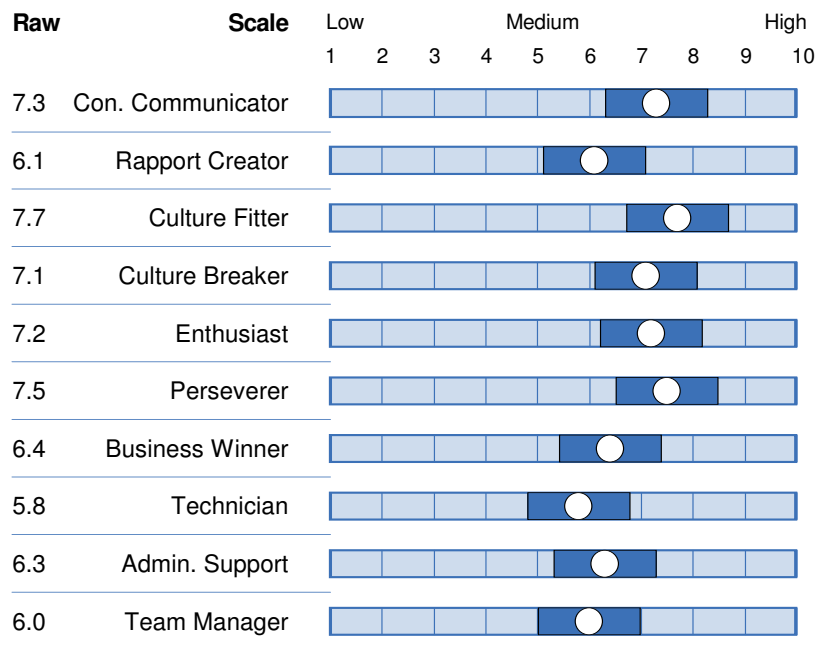
Reciprocating Subordinates tend to be individuals with an emotionally mature outlook, who rarely become upset by criticism or setbacks. As such they generally feel comfortable about promoting their own ideas or engaging in negotiations with managers concerning the best approach to projects. Hence, they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

SECONDARY 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.

Influencing Styles

The Influencing Styles describe which of a range of styles John 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 John'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 John's predominant and secondary influencing style is provided.



PRIMARY INFLUENCING STYLE: CULTURE FITTER

Culture Fitters generally adapt their approach to fit the prevailing culture of the client's organisation. Hence, they will not push their own ideas or opinions but will convey those beliefs they consider to be shared by their audience. Such an approach will normally minimise the possibility of disagreements or conflicts developing and will tend to promote feelings of confidence and comfort in the Culture Fitter on the part of the recipient.

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.

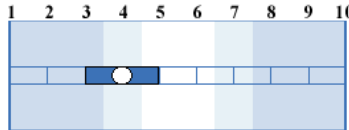
15FQ+ Profile Chart

John Smith
06/03/2009
Interpersonal

Far-left score

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.



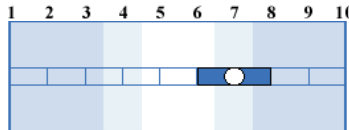
Far-right score

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.

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.

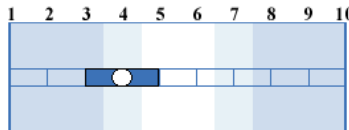


Socially Bold

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.

Group-Orientated

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.

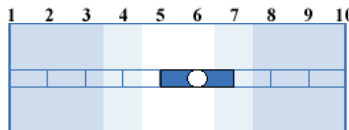


Self-Sufficient

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

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.

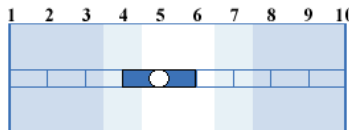


High Intellectance

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

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.

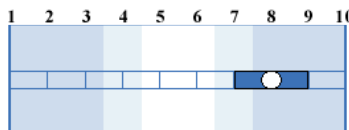


Dominant

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.

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.

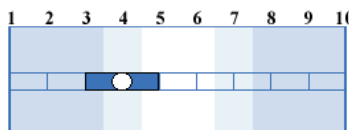


Restrained

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.

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.

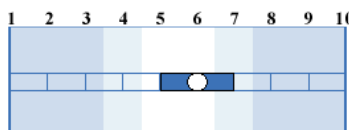


Suspicious

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.

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.



Enthusiastic

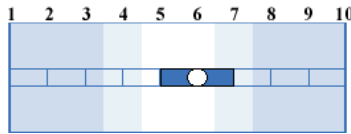
Energetic and carefree; Should be drawn to stimulating social situations; May take action without fully considering the consequences.

Thinking

Far-left score

Expedient

Flexible and not always concerned about established rules; Inclined to view things from a broader perspective; Should enjoy working at the front end of projects; May be inattentive to detail.



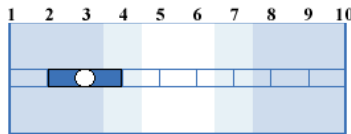
Far-right score

Conscientious

Systematic and orderly in their work; Tend to have a strong sense of duty; Have high personal standards and expectations of others; Generally a good finisher; May be a perfectionist.

Hard-Headed

Decisions based on logic, facts and data; Won't allow sentiment to affect their decisions; Concerned with whether things work well rather than their aesthetic qualities; May discount the human implications of a decision.

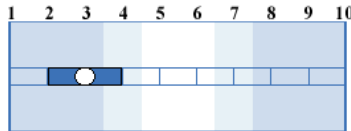


Tender-Minded

Have a subjective outlook; Will respond to situations at an intuitive level; May enjoy creative pursuits; May struggle to make difficult decisions that negatively impact on people.

Concrete

Pragmatic and down to earth; Concerned with realism and the practical utility of ideas; Interested in how to get things done; Tend to have an operational focus.

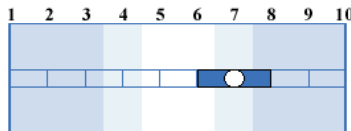


Abstract

Imaginative and innovative; Strong interest in theoretical ideas; Naturally inclined to look beyond the obvious facts; Ideas may not always have a practical application.

Conventional

Value traditional, tried-and-tested methods; Accepting of the status quo; May feel uncomfortable in rapidly changing environments and may dislike ambiguity.

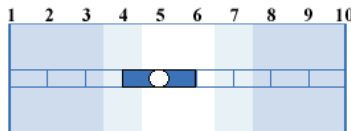


Radical

Inclined to reject tried and tested methods in favour of new, radical approaches; Questions the status quo; Comfortable working with change; May be quick to reject acquired wisdom and knowledge.

Informal

Believe that respect has to be earned rather than given on the basis of one's position; Free-thinking and open minded; Questions accepted moral values and social convention.



Self-Disciplined

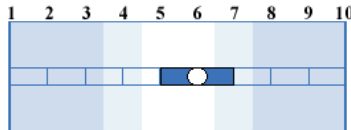
Respectful of authority, status and social position; Value is placed on self-control and self-discipline; May come across as excessively moralistic and rigid.

Coping

Far-left score

Affected by Feelings

Emotionally sensitive; May have difficulty summoning sufficient energy to face demanding situations; Feelings easily hurt and may react strongly in some situations.



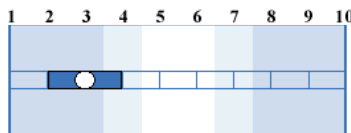
Far-right score

Emotionally Stable

Emotionally mature and secure; Resilient under pressure and rarely flustered by pressure situations; Likely to have sufficient energy to meet life's challenges.

Self-Assured

Rarely troubled by feelings of self-doubt; Expect success more than failure; Rarely dwell on past mistakes/difficulties; Blame failure on the situation; May appear overly confident.

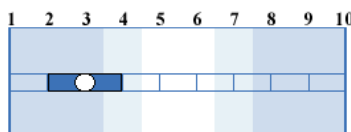


Apprehensive

Apprehensive about the future and before important events; Tend to be self-critical; Dwell on past mistakes; Sensitive to others' views and unfair criticism.

Composed

Patient and composed; Can deal with inconveniences in a calm and steady manner; Not easily frustrated by setbacks or failures; Should find it easy to relax at the end of a demanding day.



Tense-Driven

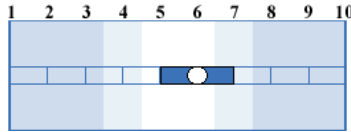
Ambitious and hard-driving; Easily frustrated by interruptions; May feel that the only way to ensure something is done properly is to do it themselves; May work long hours and struggle to switch off from work.

Big-Five Indicator

Far-left score

Introversion

Orientated towards their own inner world of thoughts, perceptions and experiences; Self-contained; Less socially active; Prefer solitary activities; Reserved and socially inhibited.



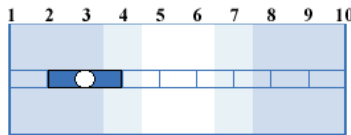
Far-right score

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.

Low Anxiety

Emotionally mature and resilient; Satisfied with life; Self-assured; Tend to cope well with pressure and emotionally demanding situations.

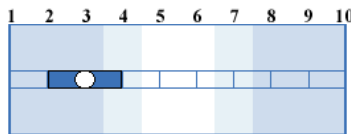


High Anxiety

Anxious about the future; Distrusting of others; Dissatisfied with self and past achievements; Tend to have difficulty coping with demanding situations.

Pragmatism

Realistic and practical; Preference for concrete and tangible solutions; Actions and decisions are factually based; Conventional and unsentimental; Focussed on the utility of ideas.

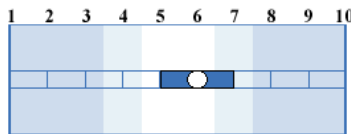


Openness to Experience

Intellectually orientated; Preference for creative and innovative approaches to problems; Open to possibilities; Enjoy broad concepts and theories; Appreciate artistic pursuits.

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 strong-willed and confrontational.

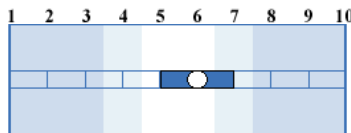


Agreeableness

Empathic and sensitive; Strong concern for others' needs; Averse to criticising or disciplining others; Happy to come to a compromise.

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.

Scores based on sten values with Mean=5.5 and SD=2.

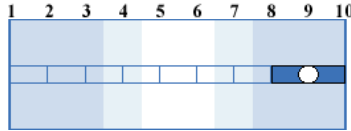
Norms based on a sample of 12574 NZ Respondents.

Additional Measures

Response Styles

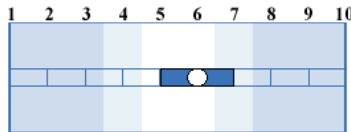
Far-left score Unguarded

Willing to convey accurate picture of themselves. Accepts the presence of minor failings and idiosyncrasies. Possibly tough on self.



Far-right score Positive Bias or Principled

Tendency to present self in favourable light. May reflect deliberate distortion or a highly over-idealised self-image. Alternatively, they may have been brought up with strict moral or religious ideals.

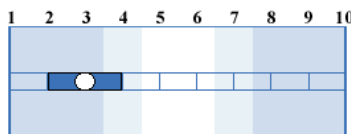


Central Tendency

Tended to opt for mid-point or moderate ratings. May be genuinely moderate in respect to many personality traits and dispositions. Alternatively, may have poorly defined self-concept or unwilling to reveal too much about themselves.

Extreme Responses

Answered the questionnaire decisively by avoiding middle or non-committal answers. May have strong views.

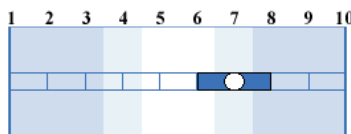


Infrequency

Likely to have given little thought to the questionnaire items and may not have diligently followed the questionnaire's instructions. May have responded to the questionnaire in a random manner.

Attentiveness

Attended diligently to the questionnaire and does not appear to have responded randomly.

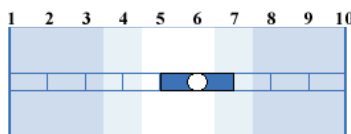


High Emotional Intelligence

Likely to have emotional well-being; Effectively 'read' the emotional overtones of environments; Conscious of their emotions and express them freely; Able to understand and communicate well with others.

Low Emotional Intelligence

Unlikely to effectively 'read' the emotional overtones of environments; May not always be conscious of their emotions nor express them freely.

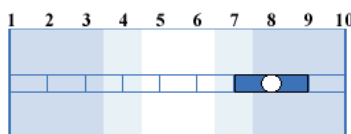


High Positive Work Attitude

Likely to be honest and willing to abide by existing company policies and regulations; Display constructive workplace behaviour.

Low Positive Work Attitude

May not feel the need to constantly abide by existing company policies and regulations; May not always display constructive workplace behaviour.

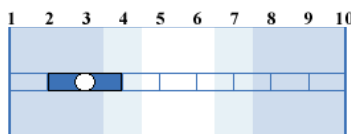


High Faking Good

Denied a variety of undesirable behaviours and difficulties that routinely apply to them, particularly within a working context. If they have a low positive bias, this may be due to their scores on the primary factors.

Low Faking Good

Admitted a variety of undesirable behaviours and difficulties that routinely apply to them, particularly within a working context.



High Faking Bad

Admitted to a variety of undesirable behaviours that do not routinely apply to them. A high score may be influenced by: high anxiety; a negative attitude towards taking the questionnaire; or a desire to draw attention to their problems.

Low Faking Bad

Denied a variety of undesirable behaviours that do not routinely apply to them.