



**Premium Consulting**  
Delivering People Solutions



**Sam Sample**  
**2017**

**EXPERT**

**EXTENDED REPORT**

**FIFTEEN FACTOR QUESTIONNAIRE PLUS**



[WWW.PSYTECH.COM](http://WWW.PSYTECH.COM)



## 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:



#### Openness

- Imaginative
- Radical
- Tender-minded



#### Self-control

- Self-disciplined
- Restrained
- Conscientious



#### Extraversion

- Warm
- Enthusiastic
- Socially Bold
- Group Oriented



#### Agreeableness

- Intellectually Modest
- Accommodating
- Trusting
- Conforming



#### 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+)	Australian Managers & Graduates	2947

### DISCLAIMER

This is a strictly confidential assessment report on Sam which is to be used under the guidance of a trained professional. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam.

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

### POTENTIAL STRENGTHS

- Is likely to use tried-and-tested solutions when problem solving.
- Should take the views of others into account, and value the chance to work with colleagues.
- Should maintain control over his feelings and emotions, and take care to present himself positively and according to others' expectations.
- Should build close working relationships with colleagues and be a popular team member.
- Is likely to be practical and realistic, with his feet firmly on the ground.

### POTENTIAL DEVELOPMENT NEEDS

- Could give the impression of being uncomfortable with, or resistant to, change, possibly preferring to stick with the tried-and-true.
- May seem rather too reliant on group acceptance, input, and support.
- His behaviour may be influenced more by the expectations of others than by his own needs and values.
- Profiling as highly personable, he may dislike working alone.
- May lack interest in conceptual issues and be inattentive to the bigger picture.



# 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 Sam Sample has responded to the questionnaire in an open and honest manner.

## INTERPERSONAL STYLE

Sam looks to have a genuine interest in the people around him, and should be a warm and friendly person by nature. In line with this, he may prefer a role that offers scope for social engagement.

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

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

Sam profiles as being extremely confident in his intellectual ability and, as a result, should enjoy working on tasks that offer a high degree of intellectual challenge and stimulation. At times, people with this profile may not relate so well to less intellectually confident colleagues and can be intimidating to others.

Presenting himself as a reasonably assertive person by nature, Sam should be as willing as most people to take charge of a situation. While comfortable expressing his views directly, he should still remain open to the contribution of others.

His results suggest that Sam is a particularly restrained person who should monitor his behaviour closely to ensure he 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.

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

Sam profiles as being no more or less enthusiastic than the average person. 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, Sam should appreciate the importance of planning and considering his options before committing to action.

## THINKING STYLE

Sam profiles as having the capacity to strike a balance between being expedient and conscientious. On the one hand this suggests that he has the aptitude to work at the set-up phase of a project and attend to issues that require a broader perspective. At the same time, Sam should be able to apply himself to finishing what he has started and have some appreciation of the detail attached to his role.

Likely to strike a balance between being tough-minded and soft-hearted, Sam should consider other people's feelings when decision making. In line with this, he should make an effort to convey both the technical benefits of a new approach, as well as appeal to the more emotional considerations.



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

Slightly more conventional than the average person, Sam is likely to value tried and tested ways of working and may prefer the status-quo over uncertainty and change. At times, this may cause him to prematurely discount new ideas and innovation.

Sam profiles as being particularly concerned about maintaining his social standing and reputation. As such, he is likely to place considerable value on self-control and self-discipline and take care not to do or say anything that would seem inappropriate. He profiles as having a well-defined set of moral values, yet may at times come across as being inflexible in his approach.

## COPING STYLE

With an emotionally resilient outlook, Sam should be able to remain calm and collected under pressure and hold things together during tough times. Unlikely to be ruffled by life's ups and downs, he should have a settling influence on others.

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

With a relaxed outlook on life, Sam is unlikely to become short-tempered or irritable when things go wrong. In line with this, he should find it easy to unwind after a demanding day.

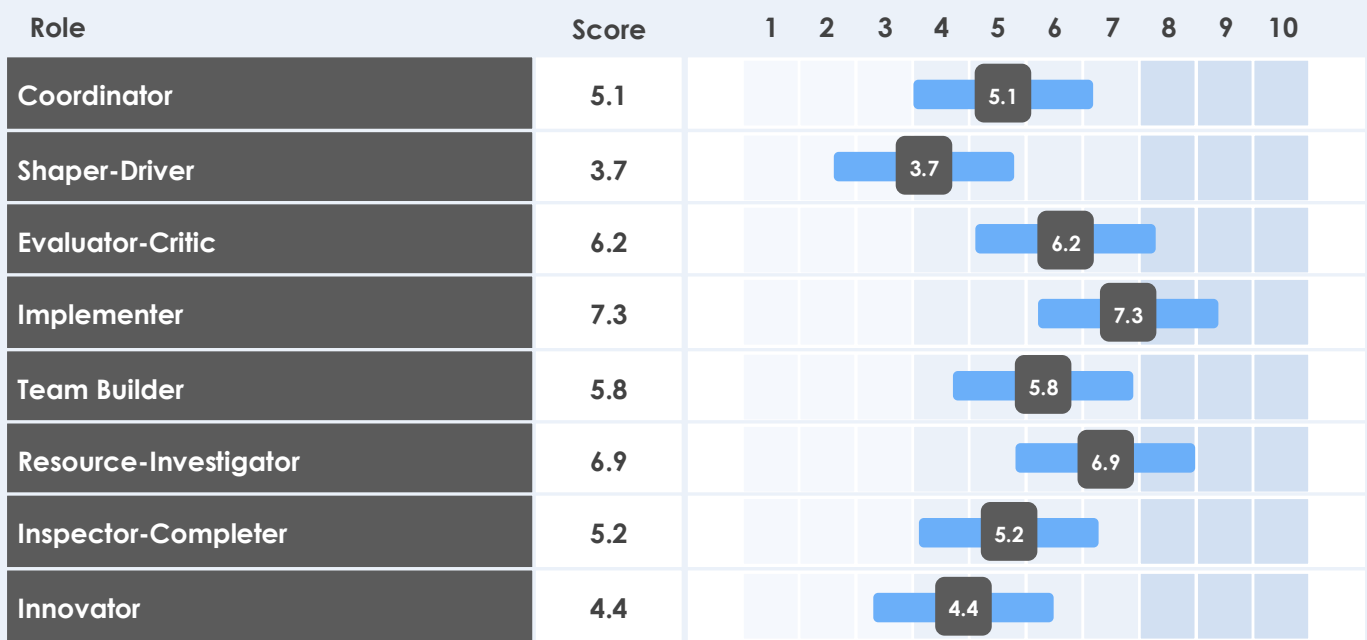


# DERIVED DIMENSIONS

## TEAM ROLES

The Team Roles describe how Sam is likely to interact with his colleagues in a team situation. The specific ways in which he will express his preferred team style may, however, vary according to the situation. In addition, this behavioural style takes no account of his intellectual approach to problems and the quality of his decisions. The scores below indicate Sam's general propensity for a particular team role orientation. It must be noted that different styles may be adopted according to the demands of the situation and consequently a description of Sam's predominant and secondary team styles is provided.

### TEAM ROLE CHART



### Team Role Combination – Implementer/Resource Investigator

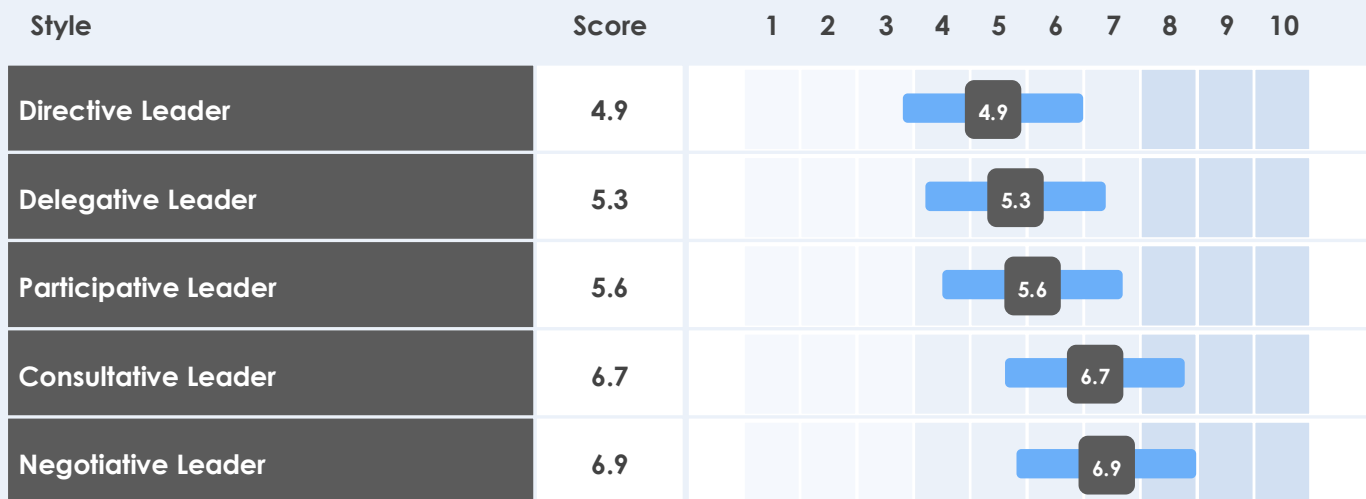
Sam possesses an unusual combination of attributes. He is likely to have the ability and inclination to explore outside contacts and bring in innovation to the group he works with, combined with the skills to turn these ideas into practical operating procedures and systematic plans of action. As such, he is likely to combine good communication skills and an interest in networking with self-discipline and a pragmatic, organised approach. Therefore, he is likely to persevere and overcome difficult obstacles that a less controlled person might stumble over. He is likely to follow up contacts made with outside colleagues and make things happen, and he is likely to promote a good image for his organisation with outside groups and companies. He will be at his most effective in roles that require him to source ideas outside his immediate group and develop these into practical goals.



## LEADERSHIP STYLES

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Sam is most likely to adopt. This may be of relevance to a variety of situations where there is a requirement to manage others. As with most personality characteristics, the profile only describes Sam'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: 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 Sam is most likely to adopt. This may be of relevance to a variety of situations where a particular management style is in place. As with most personality characteristics, the profile only describes the style of management to which Sam 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

Style	Score	1	2	3	4	5	6	7	8	9	10
Receptive Subordinate	7.3										
Self-Reliant Subordinate	5.1										
Collaborative Subordinate	4.2										
Informative Subordinate	6										
Reciprocating Subordinate	7										

#### Primary Subordinate Style: Receptive Subordinate

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

#### 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 Reciprocative 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 Sam is most likely to adopt. This may be of interest in relevance to a variety of situations where there is a requirement to influence others or sell a product, service or idea. As with most personality characteristics, the profile only describes Sam's most likely styles and not performance. Effective performance will depend on many factors including the type of product, the customer, the specific situation and the organisational culture in which the individual is operating. Equally, different styles may be adopted according to the demands of the situation and consequently a description of Sam's predominant and Secondary Influencing Style is provided.

### INFLUENCING STYLES CHART

Style	Score	1	2	3	4	5	6	7	8	9	10
Confident Communicator	7.3										
Rapport Creator	8.1										
Culture Fitter	7.7										
Culture Breaker	4.3										
Enthusiast	5.5										
Perseverer	6.3										
Business Winner	5.3										
Technician	6.5										
Admin. Support	7.3										
Team Manager	6.6										

#### 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: 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.



## CAREER-THEME SCALES

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

Theme	Score	1	2	3	4	5	6	7	8	9	10
Realistic Theme	5.6										
Investigative Theme	4.5										
Artistic Theme	5.3										
Social Theme	8										
Enterprising Theme	6										
Conventional Theme	6.1										

#### 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.



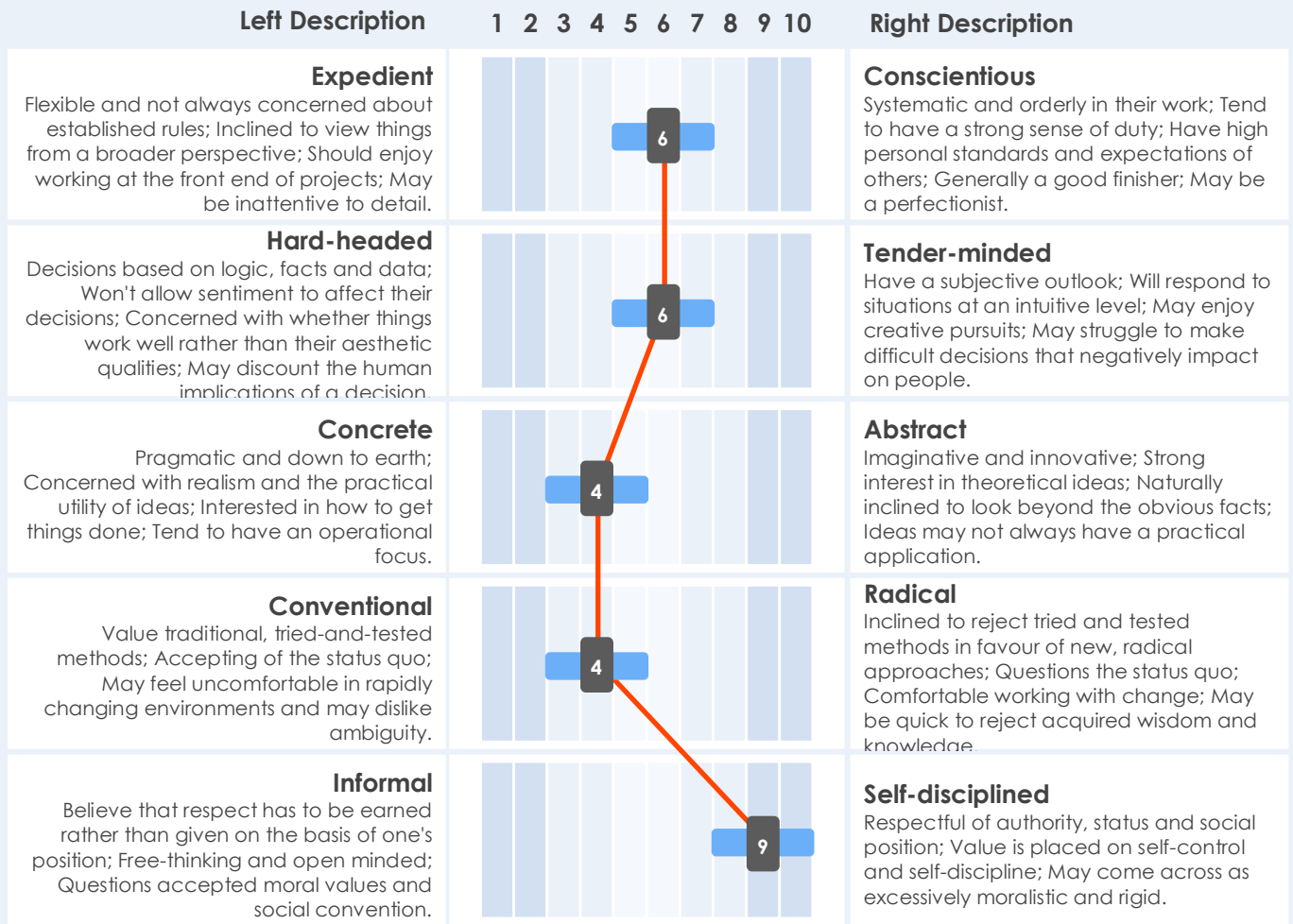
# 15FQ+ PROFILES

## INTERPERSONAL STYLES PROFILE

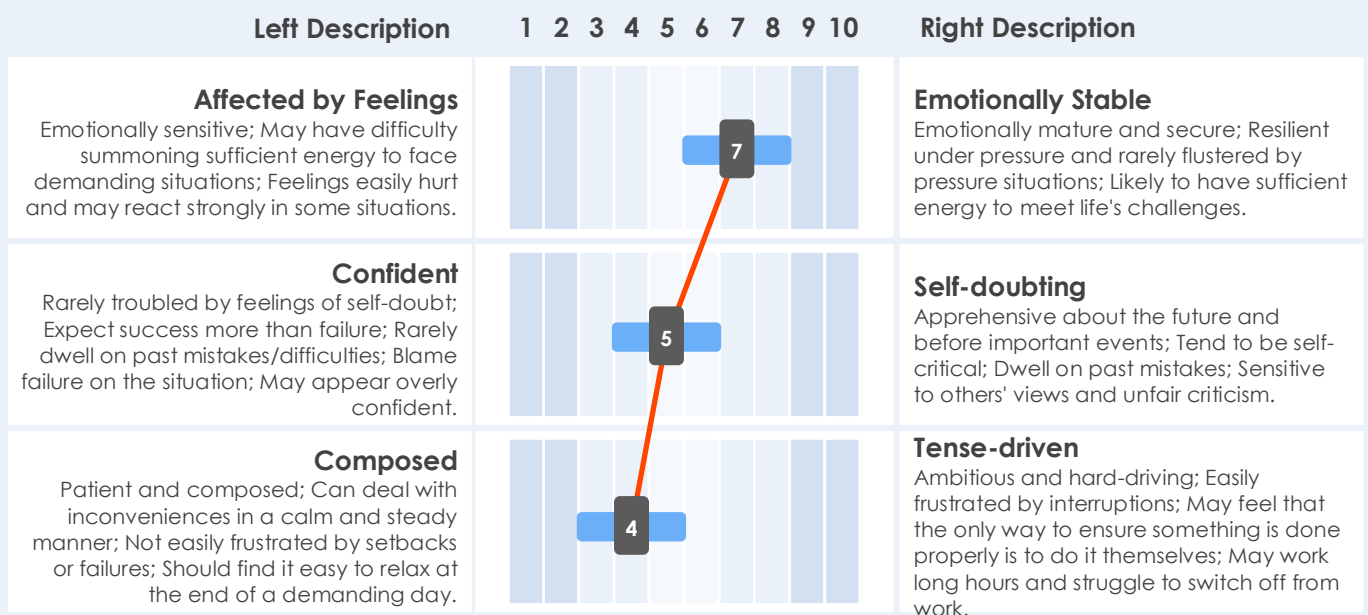
Left Description	1 2 3 4 5 6 7 8 9 10	Right Description
<p><b>Distant Aloof</b></p> <p>Low need for affiliation; Disinclined to talk about personal matters or express feelings; May feel uncomfortable with overly friendly people; Prefer relationships of longevity and depth.</p>		<p><b>Empathic</b></p> <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.			



CRITERION DERIVED SCALES

