



**Courtney Place | XXyy Ltd**  
**08 Nov 2017**

**EXPERT**

**EXTENDED REPORT**



**FIFTEEN FACTOR QUESTIONNAIRE PLUS**



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# 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 Managers	537

## DISCLAIMER

This is a strictly confidential assessment report on Courtney 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 Courtney.

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

### POTENTIAL STRENGTHS

- Should be self-assured and confident of herself.
- Should maintain control over her feelings and emotions, and take care to present herself positively and according to others' expectations.
- Should trust others and give colleagues the benefit of the doubt.
- Should build close working relationships with colleagues and be a popular team member.
- Is likely to be practical and realistic, with her feet firmly on the ground.
- Should be concerned about effective systems and procedures and is unlikely to experiment with the untried or untested.
- Should respond quickly to a challenge and enjoy taking risks.

### POTENTIAL DEVELOPMENT NEEDS

- At times her self-confidence may be interpreted as complacency.
- Her behaviour may be influenced more by the expectations of others than by her own needs and values.
- May be too trusting and take others at face value.
- Profiling as highly personable, she may dislike working alone.
- May lack interest in conceptual issues and be inattentive to the bigger picture.
- Her concern with practical, here-and-now issues may cause her to overlook new ideas.
- May take unnecessary risks.



## Interview Questions

### Interacting with Others

#### **Slightly Higher Warmth Score (A7)**

Courtney reported a slightly higher degree of warmth towards others than most and is likely to be helpful, friendly, open and interested in others. She is likely to offer support to friends and colleagues, remember personal details about people she meets and be seen by others as sympathetic, concerned and caring. This trait can cause difficulties when faced with making decisions that have a negative impact on people (redundancy, dismissal etc)

*Ask Courtney to describe an occasion where she needed to carry out a task with negative impact on others (redundancy, dismissal or disciplinary action).*

*How did she stay focused on the objective and not get wrapped up in the personal impact on the individual?*

#### **High Social Boldness (H8)**

Courtney reports a strong degree of social boldness and is likely to be responsive, frank, yearn challenges, excitement and thick skinned where necessary. This trait can also be associated with riding over the wishes of others by being brash and not listening. Whilst likely mitigated by her warmth towards and trust in others, and tactful communications interviewers should nevertheless find:

*An example of where Courtney has taken account of the views of less socially participating members of a group.*

*Why did she do so and how did she do it?*

#### **Slightly Higher Restrained Score (N7)**

Courtney reported herself to be slightly more private and guarded than most. She is likely to pay attention to her impact on others, think before she speaks, be diplomatic, sophisticated in her communications, avoiding making negative impressions and could be hard to read. This trait can be seen by others as being manipulative, wearing a social mask, acting like a politician and being 'phoney'.

*Find an example of where Courtney needed to convey information by being direct and 'to the point'*

#### **Slightly Higher Trusting Score (L4)**

Courtney reports a slightly higher degree of trust in people than most, which is likely to be manifested in nurturing co-operation, being forgiving, giving praise and an appreciation of others efforts. This can also result in repeat errors based on trust

*Check whether Courtney has made errors based on trust and what she has learned from such experiences – need specific examples*

### Problem Solving & Decision Making

#### **Very High Concrete Thinking (M2)**

Courtney reports a very clear preference for short term practical solutions and is likely to have a preference for tangibles rather than abstract theoretical possibilities. Courtney is likely to relate well to her immediate surroundings and prefer predictability. She may concentrate on detail to the point of overlooking broader issues, fail to abstract and generalise and reject theoretical possibilities, which can have negative impacts if her role includes longer term planning or strategic issues

*Ask Courtney to describe the purpose of her most recent job. Does she describe an overall strategic view, or concentrate on the operational day to day issues*

*Find how ideas were turned into action in her most recent job and what role Courtney tended to take in that process*



## Work Style

### **Slightly Higher Conscientiousness (G7)**

Courtney reports herself to be slightly more rule-conscious than most, and is likely to be responsible, persevering and procedural. These positive traits can also be accompanied by being rule-bound and rigid. Courtney may find herself struggling in environments where few or no rules exist.

*Seek examples of where she has worked in such environments. How did she proceed? Was she fearful to proceed where rules were absent or unclear?*

### **Slightly Higher Self Discipline (Q3 7)**

Courtney sees herself as having slightly more clearly defined personal standards and is likely to place value on planning, organising and getting things done correctly. She is also likely to have a clear view of what she wants and how she intends to achieve it. This trait can also be associated with being perfectionistic in never being good enough and expecting high standards of others.

*How does she cope with unexpected demands on her time?*

*Find an example of where she has used this approach*

*Ask Courtney to describe the work standards she expects of others*

## Stress Tolerance

### **Very Low Apprehension (O2)**

Courtney reports herself to be much more self confident, resilient and relaxed than most. She is likely to readily rise to challenges, respond well to pressure and be supremely confident in her abilities. She may however maintain low apprehension through complacency.

*How does she weigh up her capabilities before tackling a significant challenge?*

*Where does she tend to need support from others?*



# 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 Courtney Place may have been concerned to present herself in a socially acceptable manner. That is, she may have intentionally (or otherwise) selected answers that project an image that she considered to be favourable given the context in which the questionnaire was completed.

## INTERPERSONAL STYLE

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

With a high level of social confidence, Courtney should enjoy meeting new people. A confident communicator, she 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.

While Courtney should be able to work independently, she appears equally comfortable in a team environment. Often, people with this profile will appreciate the scope to bounce their ideas around with others, yet can still be trusted to work with autonomy if required.

Courtney profiles as being extremely confident in her 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 herself as a reasonably assertive person by nature, Courtney should be as willing as most people to take charge of a situation. While comfortable expressing her views directly, she should still remain open to the contribution of others.

More diplomatic and restrained than the average person, Courtney should take the time to tune into the cues of others and not do or say anything that would seem out of place. Typically, people with this profile will think before acting or speaking.

Results suggest that Courtney is more trusting than the average person, and where the option exists, should be prepared to empower others with responsibility. Wanting to see the best in others, the risk is that she may sometimes over-estimate someone's capacity to deliver a task.

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

## THINKING STYLE

Courtney profiles as having a conscientious and methodical nature and is likely to set high standards for herself and others. Typically, people with this profile are neat, tidy, and well organised and can be trusted to finish what they have started. Although she should have some appreciation for the bigger picture, her preference may be to attend to the detailed aspects of a task.

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



Courtney profiles as a particularly down-to-earth, practical person, who is more likely to concentrate on the here-and-now, rather than be distracted by new, untested ideas. Colleagues are likely to see her as a sensible pragmatist, yet on the downside may run the risk of sometimes coming across as being too literal in her thinking.

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

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

## COPING STYLE

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

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

Reasonably relaxed and composed, Courtney should be able to ignore petty inconveniences. While work is likely to be an important element of her life, it does not look to be the be-all-and-end-all. As such, she should strive for a balance between work and personal interests so that one does not dominate the other.

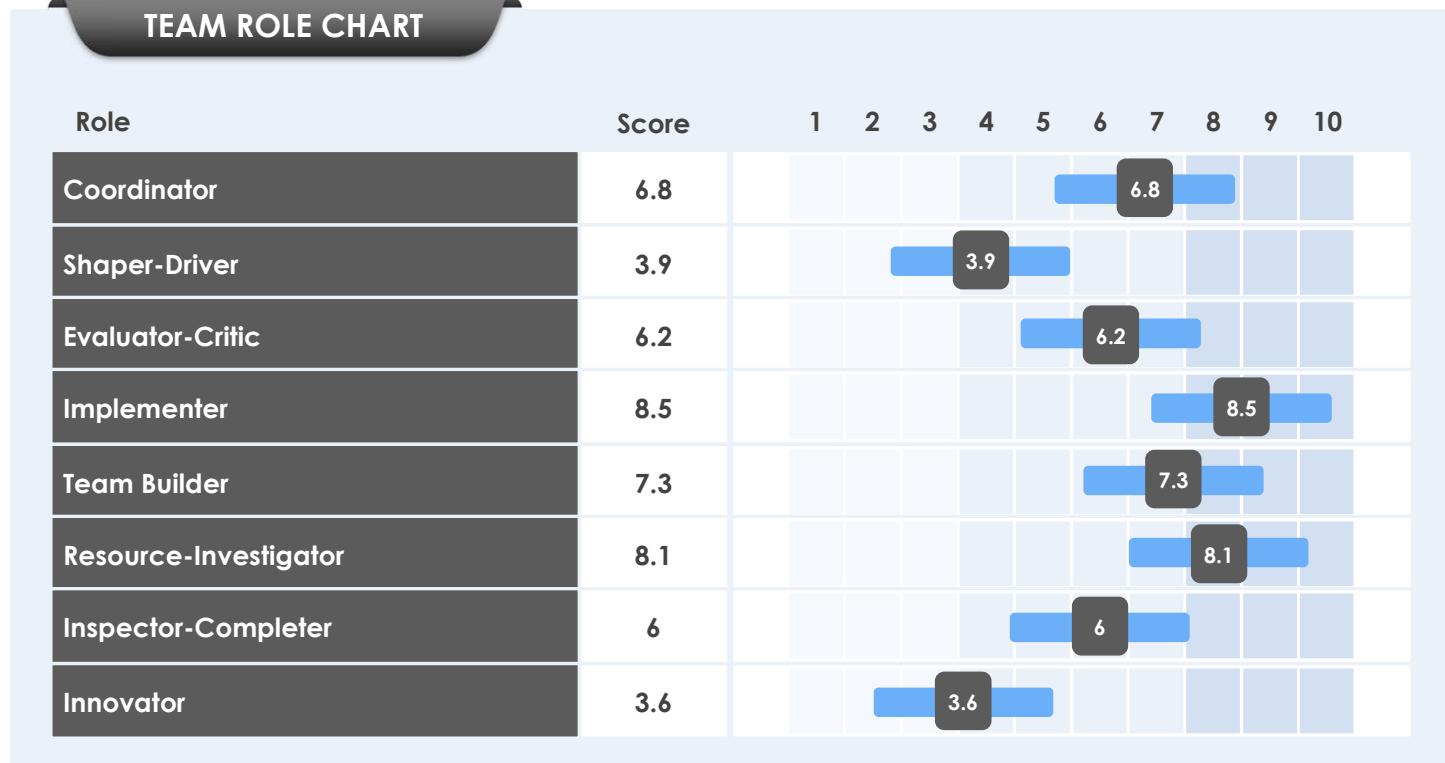


# DERIVED DIMENSIONS

## TEAM ROLES

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

**TEAM ROLE CHART**



### Team Role Combination – Implementer/Resource Investigator

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

Reciprocal 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.

#### 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 Courtney 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 Courtney'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 Courtney's predominant and Secondary Influencing Style is provided.

### INFLUENCING STYLES CHART



#### **Primary Influencing Style: Confident Communicator**

Persuasive and sociable, the style adopted by the Confident Communicator appears to be the classic sales approach. They come across as being poised and in control in social situations and will be able to convey information clearly and with confidence. It is unlikely that the Confident Communicator suffers from social anxiety or 'stage fright'; they usually are confident when giving presentations and are likely to be effective in formal influencing or selling situations, even with clients in senior positions.

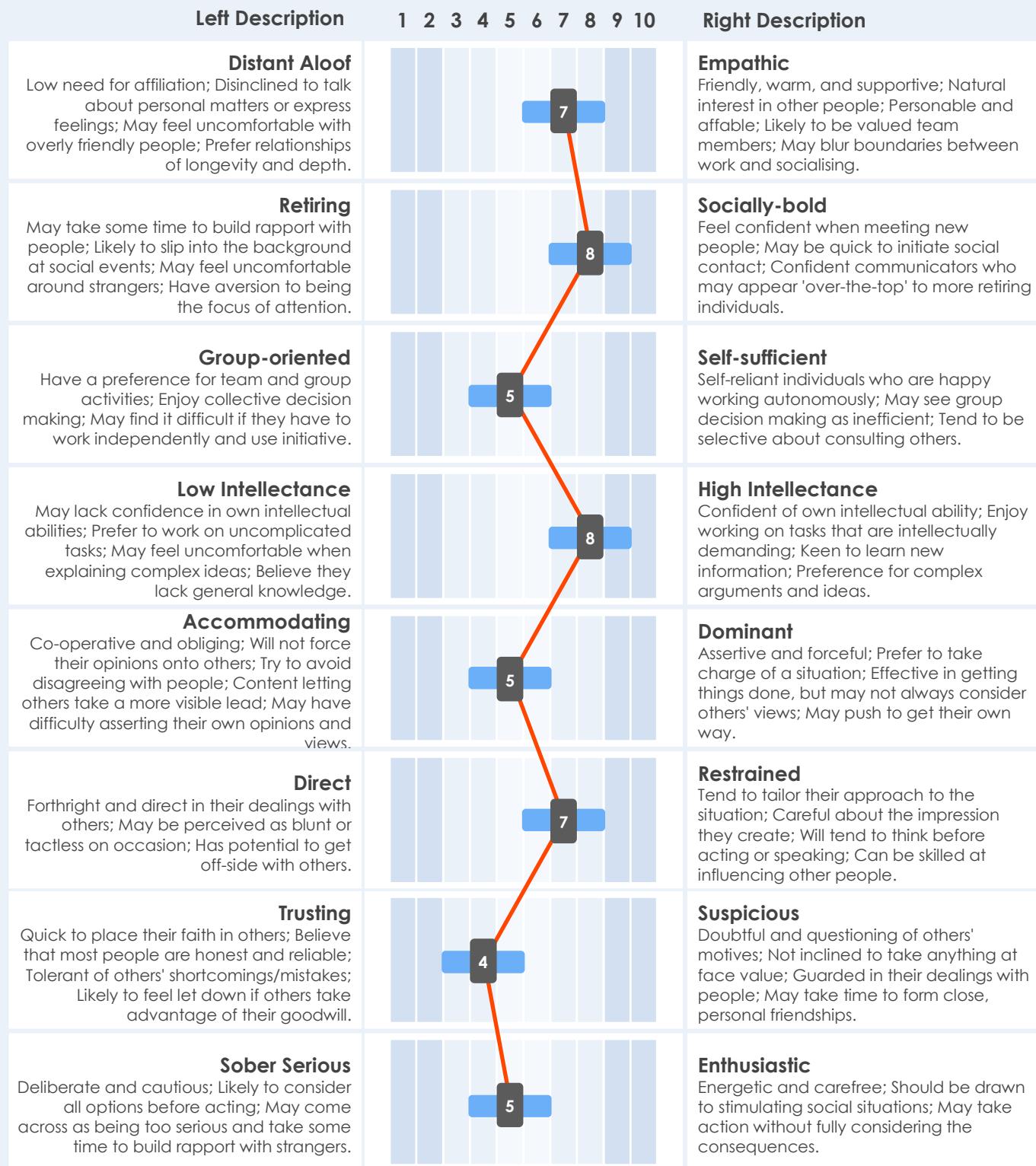
#### **Secondary Influencing Style: Rapport Creator**

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.



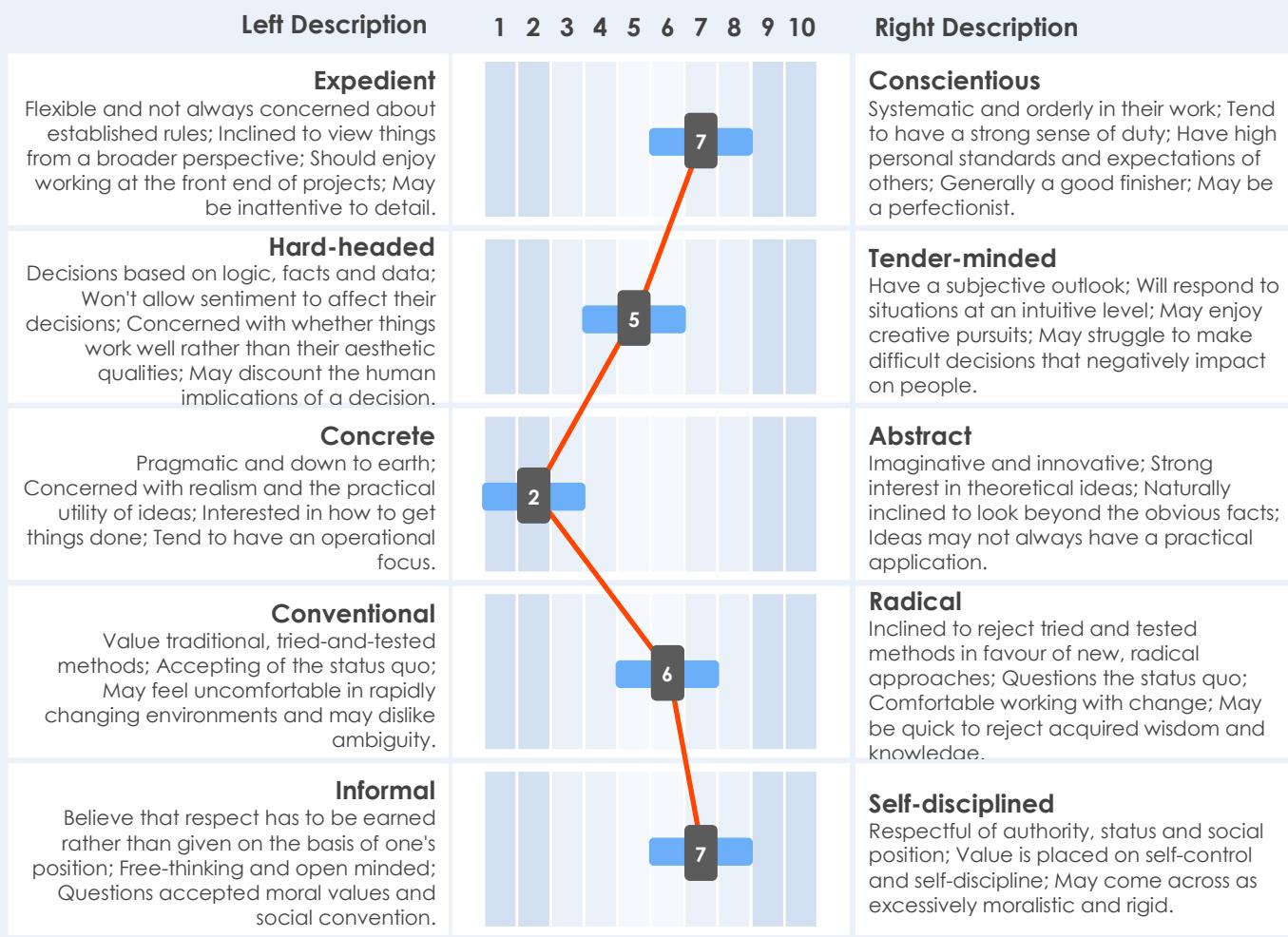
# 15FQ+ PROFILES

## INTERPERSONAL STYLES PROFILE

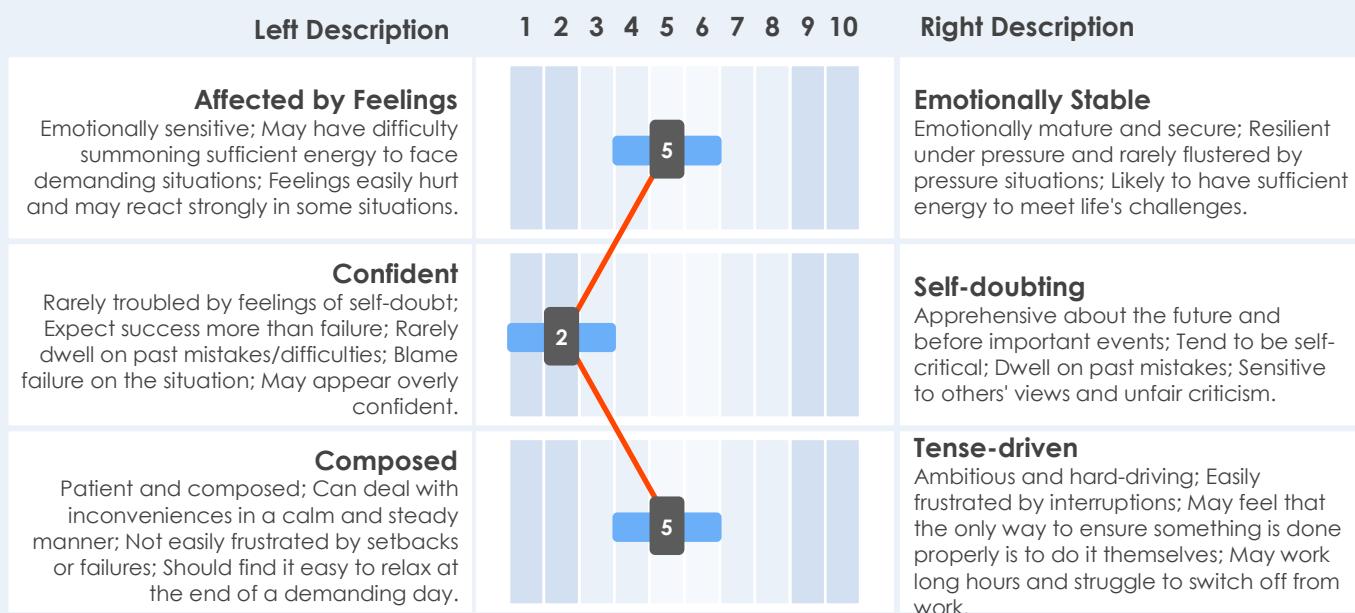




## THINKING STYLES PROFILE

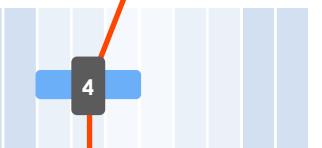
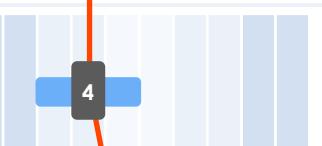
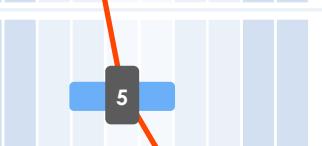
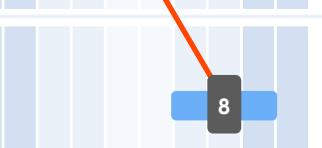


## COPING STYLES PROFILE





## 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>Pragmatism</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.	1	2	3	4	5	6	7	8	9	10
<b>Infrequency</b> A high score indicates that the respondent has provided unusual responses and may not have attended diligently to the questionnaire.	1	2	3	4	5	6	7	8	9	10
	Low	Medium	High							
	1	2	3	4	5	6	7	8	9	10
<b>Distortion Scales</b>										
<b>Social Desirability</b> A high score indicates that the respondent answered in a way which may present an unrealistically positive image of themselves.								8	9	10
<b>Faking Good</b> A high score suggests that the respondent disagreed with a number of unfavourable items that routinely apply to most people.							7			
<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.						5				



## Options to Assist Professional Development

External resources and training courses may aid your professional development. Consider whether any of the following suggestions may facilitate your ability to reach your development objectives:

### Interpersonal Style

- Build an awareness of your interpersonal style and how it impacts on others by requesting feedback from a trusted colleague. Try role playing different approaches to determine the most effective interpersonal style for a given situation.
- Avoid shying away from conflict or addressing conflict with excessive force. Learn to resolve conflict in an effective manner that result in a win-win outcome.
- Assess your decision-making style, paying attention to the extent to which you solicit others' ideas. Look for opportunities to use a more participative approach.
- Become a mentor to an individual whose background and experiences are different from your own.
- Develop your assertiveness skills. Learn to say what you think and feel in ways in which others can hear and understand.
- Book: Interpersonal Skills at Work, by John Hayes

### Thinking Style

- Seek opportunities for assignments requiring strategic planning.
- To balance attention to detail with broader planning, ask for feedback to ensure that you are not stressing one area over the other.
- When managing complex or multiple projects, use a flowchart to track and distribute the work load over time.
- Be aware of times when you are holding on to a solution or procedure because "that's the way it has always been done" instead of giving consideration to other viable alternatives.
- Avoid premature censoring of ideas and don't be concerned about whether ideas are flowing in a logical sequence.
- Book: Healthy Thinking - How to Turn Life's Lemons into Lemonade, by Dr Tom Mulholland
- Book: Six Thinking Hats, by Edward De Bono
- Book: The Confident Decision Maker, by Roger Dawson

### Coping Style

- Decontaminate your leisure time. Set aside time to have fun and don't let work or thoughts about it intrude.
- Focus on results, not just on activities or long hours.
- Have your manager put you in ambiguous situations and coach you how to cope with them.
- Book: Feel the Fear and Do it Anyway, by Susan Jeffers



## Development Planning

### What else does this assessment tell me?

- What are the highs and lows in this report?
- What results reflect issues that are under personal control?
- Which results are the most significant for the current role?
- Which results are the most significant for career development?

### Your Notes:

### Where to from here?

- What development is going to be the easiest for me to tackle first?
- What actions can I take in the future to address any developmental need?
- What actions can I take in the future to maximise my strengths?
- Who else needs to be involved in making this change and in what capacity?
- How will I know that I have been successful?
- What priority and time frame will this change have?

### Your Notes:



## Setting Objectives

The success of your development rests heavily on your willingness to translate the information provided in this report into actions and goals for moving forward. To achieve this end, you may find the following outline useful:

### **Identify your objectives**

An objective is an agreed target that must be reached. It is clearly stated and specific so that you know when you have achieved it.

### **Make your objectives specific and time bound**

Your objective must specify WHAT you will change, HOW MUCH, and BY WHEN this change will take place.

### **Link your objectives to appropriate, measurable results**

Specifying 'how well' you will do something can be difficult, yet it is important as it describes the standard to which you aim to make any change and the extent to which your objectives have been achieved.

### **Identify any external resource requirements**

Your action plan must specify what resource requirements, reference material and support (both internal and external) that you might need in order to reach your objectives. These will need to be agreed in advance with your Manager.



## Action Plan

<b>Objectives</b>	<b>Resources</b>	<b>Target Date</b>	<b>Measurable Results</b>
What is my target behaviour? What do I want to accomplish?	How will I achieve the objective and what resources do I need?	When will I achieve this objective?	How will I know when I have achieved the objective?