

Sam Sample
01 Aug 2025

EXPERT

COACHING REPORT (COMPETENCY MODEL)

FIFTEEN FACTOR QUESTIONNAIRE PLUS





REPORT STRUCTURE

This report presents Sam Sample's competency profile in the following sections:

1. Guide to Using This Report

- Introduction
- Context
- Dimensions
- Results Scale
- Reference Group Used
- Response Style

2. Competency Profile

- Competency Profile Chart

3. Competency Results

- Integrity
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- Logical and Analytical
- Interpersonal Skills
- Resilience
- Persuasiveness
- Planning and Organising
- Quality Orientation
- Energy and Drive

4. Development Planning

- Feedback and Reactions
- Selecting Areas for Development
- Feedback and Reactions

DISCLAIMER

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

The Competency 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.



GUIDE TO USING THIS REPORT

INTRODUCTION

Organisations use competencies and competency frameworks to identify, develop and reinforce certain types of behaviours that are required to achieve organisational success. Today almost all the Fortune 500 corporations have integrated the concept of competencies in all critical areas of human resources management. The Competency Coaching Report aids organisations to identify and develop competency related behaviours.

The information in this report was obtained solely from the questionnaire that was completed by the individual. It represents only one source of information and it is important to recognise that other forms of evidence about their workplace behaviours and competent performance will exist.

The purpose of this report is to give information about the individual's likely behaviours in a number of areas of competence seen as important in most organisational contexts. This has been achieved by comparing their responses with those obtained from a large sample of people as described in the reference group described below.

The report identifies some implications for behaviour or performance by focusing on potential strengths as well as suggesting possible coaching or development actions. These are intended as possible lines of coaching enquiry and other ways of helping the individual to develop may also be appropriate. Before the coach begins any development interventions based on this report it is important that hypotheses presented are checked with the respondent and corroborated. The objective of such corroboration is to ensure observations are supported and accepted as appropriate indications of behaviour or likely competence.

The best way to maximise the usefulness of this report is to:

- Read the report fully and objectively before beginning planning a coaching meeting.
- Consider the report carefully. Factor in other information from other sources. It is important that you discuss the findings with the respondent. Only after such exploration is it possible to draw useful conclusions from indications presented here.
- The discussion should be balanced, objective and supportive and should be focused on working more effectively and productively with the coaching client in question.

DIMENSIONS

The behaviours/dimensions used in the questionnaire are derived from Psytech's Fine Nine Competency Framework. They were selected to provide a clear picture of a respondent's capabilities within a framework familiar to most HR professionals and trainers, and which could be derived from personality traits.

- **Integrity** - is defined as the tendency to be reliable and honest. People who have a strong competency in this area can be trusted to work independently, with only minimal supervision. They tend to avoid taking inappropriate risks and take responsibility for their own mistakes and errors. They are likely to act with due diligence and have a strong sense of business ethics.
- **Creativity** - is defined as the tendency to think in a creative and innovative manner. People who have a strong competency in this area are good at generating novel, innovative ideas. They tend to be adaptable and often come up with original solutions to problems. They are inclined to 'focus on the bigger picture' and to approach problems strategically.
- **Logical and Analytical** - is defined as the tendency to approach problems in a rational, intellectual manner. People who have a strong competency in this area like to base their decisions on a logical analysis of the available evidence. Their decisions are typically well-considered and thought through. They would be expected to have a well-tuned critical faculty.
- **Interpersonal Skills** - is defined as the tendency to build positive working relationships with others. People who have a strong competency in this area have a high level of interpersonal sensitivity and empathy. They tend to be good at building rapport, and promoting and maintaining harmonious relationships. They would be expected to be effective at resolving interpersonal conflicts and are likely to be viewed as being supportive.
- **Resilience** - is defined as the tendency to cope well with pressure. People who have a strong competency in this area tend to be calm and keep control of their emotions. They are unlikely to get flustered or lose their temper in emotionally charged situations. They would be expected to accept criticism in a constructive manner and not to be disheartened by setbacks.
- **Persuasiveness** - is defined as the tendency to communicate in a persuasive, confident manner. People who have a strong competency in this area tend to enjoy public speaking and are effective communicators. They are likely to enjoy socialising and to



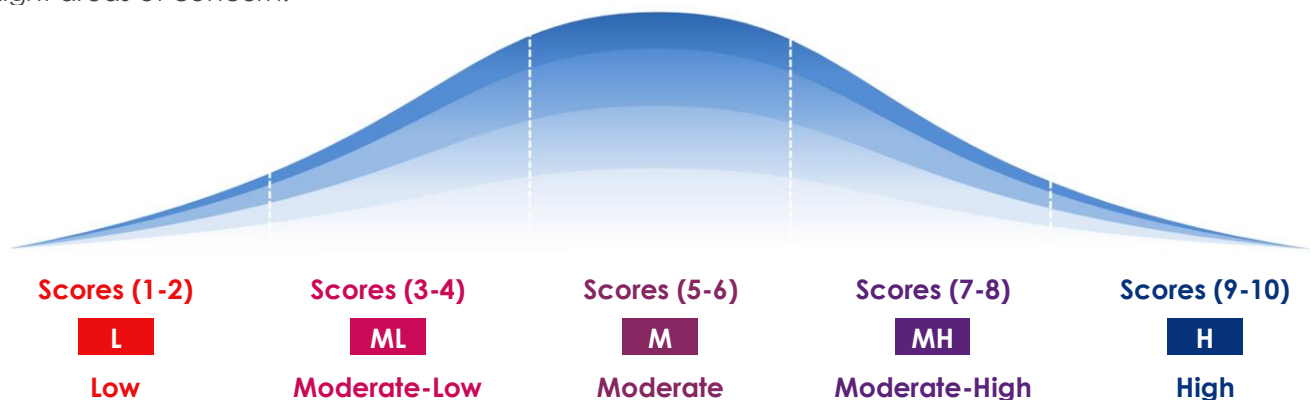
have a strong social presence. They would be expected to be charismatic and good at breaking down barriers and bringing people around to their point of view.

- **Planning and Organising** - is defined as the tendency to organise one's own and others' work and to plan for all contingencies. People who have a strong competency in this area are likely to be tidy and well-organised. They would be expected to plan their work so it can be completed within agreed timeframes and to be happy to delegate work appropriately.
- **Quality Orientation** - is defined as the tendency to attend to detail and produce work that is accurate and of a high standard. People with this competency are inclined to set themselves high standards, to be detail conscious systematic and orderly in their work. They would be expected to be motivated to see tasks through to the end.
- **Energy and Drive** - is defined as the tendency to have high levels of drive, energy and enthusiasm. People with this competency are likely to be lively and energetic and to display passion and pride in their work. They would be expected to be enthusiastic about their work, take the initiative and be self-motivated and committed.

RESULTS SCALE

A reference group is used to evaluate Sam Sample's results and determine his tendency to exhibit effective workplace behaviours compared to others. His results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a 'Low' to a 'High' tendency is provided to help highlight areas of concern.



REFERENCE GROUP USED

The following norm was used to generate this report:

Test	Norm Used	Sample Size
Fifteen Factor Questionnaire Plus (15FQ+)	NZ Professionals	837

RESPONSE STYLE

The 15FQ+ contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately.

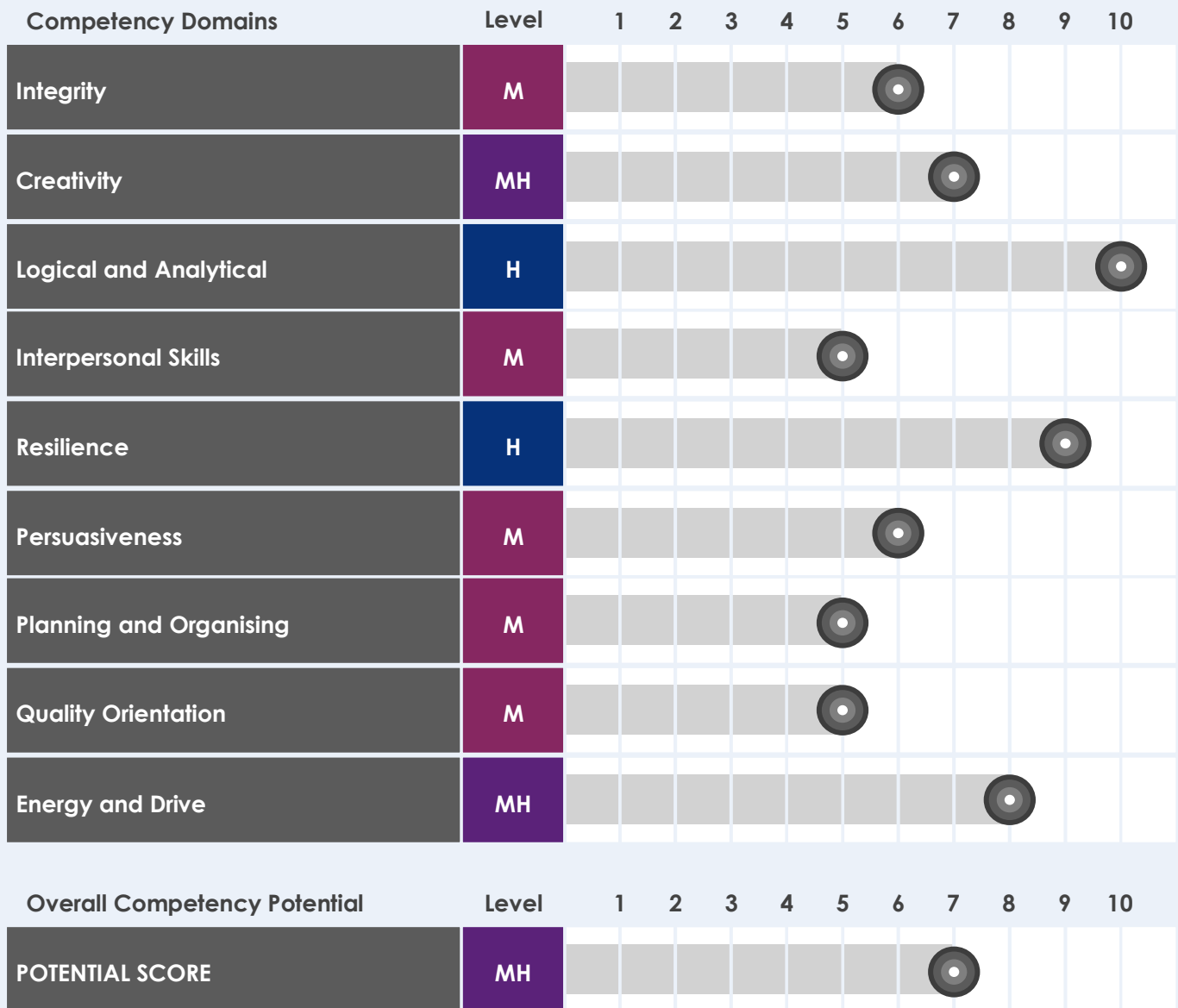
The results indicate that Sam Sample may have been concerned to present himself in a socially acceptable manner. That is, he may have intentionally (or otherwise) selected answers that project an image that he considered to be favourable given the context in which the questionnaire was completed. It should be understood that this indication may occur for one of two reasons: It may be the result of a deliberate strategy or alternatively a reflection of his true personality, being more a function of genuine altruism, a strongly internalised moral or behavioural code than a deliberate intention to present himself positively. Furthermore, he appears to have selected more middle or uncertain answers than is typical. The number of central answers further suggests that he may have wished to avoid revealing certain aspects of his personality, especially those that he considered might have an adverse impact in the assessment process.



COMPETENCY PROFILE

The overall competency potential score estimates Sam Sample's tendency to exhibit effective workplace behaviours. The competency scores are weighted composites of the behavioural dimensions that contribute to each of Psytech's Fine Nine competencies. The score any given individual obtains on these scales depends not only upon that person's pattern of strengths and weakness across the behavioural dimensions, but also on the importance of each behavioural dimension in contributing to the particular competency.

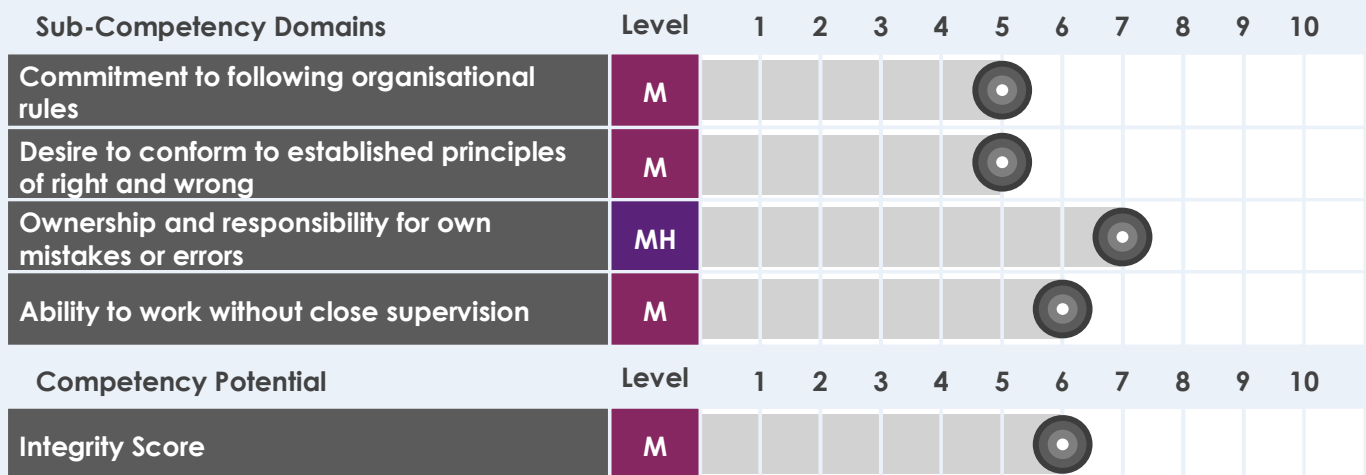
COMPETENCY PROFILE CHART





INTEGRITY

INTEGRITY PROFILE CHART



Potential Strengths

- Sam Sample is likely to feel a reasonable sense of commitment to organisational rules, regulations and procedures. However, since he is as spontaneous and flexible as most people, he is unlikely to feel compelled to rigidly adhere to rules if he believes they are unfair or unreasonable.
- Sam Sample's results indicate he is likely to be as respectful of authority as most and generally feels that people should conform to established principles of right and wrong. As a result, he would be expected to have as strong a sense of commitment to the organisational culture as most.
- Sam Sample's responses to the questionnaire suggest he is no more suspicious than most and is not threat sensitive. Consequently, he should not be particularly reluctant to own up to and take responsibility for his own mistakes or errors.
- Inclined to be as attentive to detail and as self-sufficient as most, Sam Sample would not be expected to require any closer supervision than most to ensure he completes tasks on time and to the required standard.

Potential Development Areas

- No potential development areas could be derived from Sam Sample's profile on this competency.

Development Recommendations

- Training aimed at familiarising Sam Sample with the organisation's rules, regulations and procedures may be of some benefit to him.
- Provide a routine level of monitoring of Sam Sample's adherence to the organisation's rules, regulations and procedures. Explain why it is important to follow these and reward/reinforce him for doing so.
- Sam Sample may benefit from training aimed at familiarising him with the organisation's values, culture and ethics.
- While this has not been identified as an area for development, it is often good practice to promote a work environment that facilitates staff members taking personal responsibility for their own mistakes and errors.



Corroborative Discussion Notes

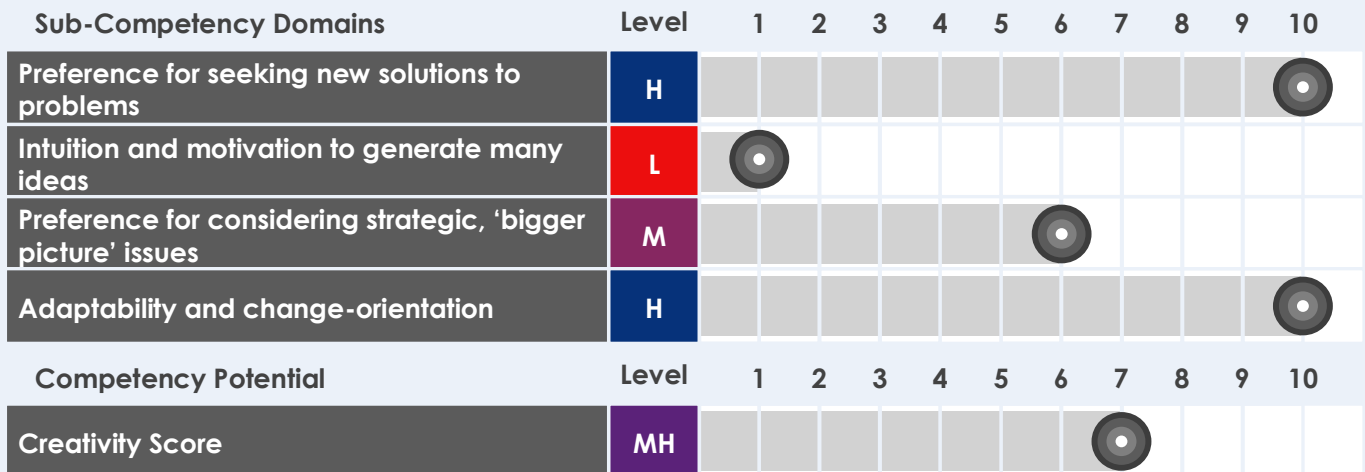
Implications for Performance Within Coaching Context

Action Planning



CREATIVITY

CREATIVITY PROFILE CHART



Potential Strengths

- Having obtained results which indicate he is very radical by nature and highly inclined to question existing methods and procedures, Sam Sample should be quite motivated to seek out new solutions to problems.
- Having a pattern of scores which indicates he has no greater preference than most for focussing on detail, he should be capable of being as open as most people to attending to the 'bigger picture'. In addition to this, his profile further indicates that he should be quite confident of his ability to tackle complex strategic issues.
- Having obtained results which suggest he is less rigid than most, Sam Sample would be expected to be open to change and is unlikely to experience great difficulty adjusting to new working practices and procedures.

Potential Development Areas

- Sam Sample's responses to the questionnaire suggest he is as pragmatic in his thinking as most and is not intuitive by nature. As a result, he is not likely to be naturally drawn towards idea generation. Tending to take as pragmatic an approach to issues as most, others may view him as being ever so slightly lacking in imagination.

Development Recommendations

- Encourage Sam Sample not to reject 'tried and tested' methods out of hand and to remain 'grounded' when generating new ideas.
- Ensure Sam Sample remains mindful of the importance of not addressing issues of implementation before an overall approach to solving the problem has been formulated.
- Actively promote the use of intuition as a valued tool for solving problems.
- Sam Sample is very likely to benefit from training programmes that are designed to foster an intuitive approach to idea generation (i.e. training in lateral thinking, etc.)
- Ensure Sam Sample remains mindful of the importance of maintaining a balance between not losing sight of the 'bigger picture' while attending to details.

**Corroborative Discussion Notes****Implications for Performance Within Coaching Context****Action Planning**



LOGICAL AND ANALYTICAL

LOGICAL AND ANALYTICAL PROFILE CHART

Sub-Competency Domains	Level	1	2	3	4	5	6	7	8	9	10
Interest in solving problems and contributing to intellectual debates	MH										
Preference for approaching problems in a rational and analytical manner	H										
Preference for balancing practical and theoretical approaches to problem solving	H										
Competency Potential	Level	1	2	3	4	5	6	7	8	9	10
Logical and Analytical Score	H										

Potential Strengths

- Sam Sample's profile suggests he is intellectually orientated and has a quite high level of confidence in his ability to understand complex ideas. As such, he would be expected to be very keen to contribute to intellectual debates and discussions.
- Sam Sample's responses to the questionnaire suggest he is very tough-minded and unsentimental, and is likely to prefer to approach problems in a very rational and analytical manner rather than an intuitive one. In addition to this, it should be noted that his strong confidence in his intellectual abilities should enhance his capacity to appreciate logical arguments.
- The pattern of results Sam Sample obtained on the questionnaire indicates he is likely to try to maintain a balance between recognising the value of theoretical approaches while also being aware of the need to 'keep his feet firmly on the ground' and be mindful of practicalities. It should be noted that the quality of his appraisal of how realistic solutions to problems are, will depend in part on his level of reasoning ability which he rates quite highly.

Potential Development Areas

- No potential development areas could be derived from Sam Sample's profile on this competency.

Development Recommendations

- Ensure that all team members' contributions are valued so that colleagues who are less confident of their intellectual abilities than Sam Sample do not hold back from expressing their views.
- Encourage Sam Sample to be open to considering intuitive approaches to problem solving.
- Value Sam Sample's desire to maintain a balance between wishing to be open to theoretical approaches to problem solving, while at the same time ensuring that solutions are practical and realistic.
- Training in theoretically based approaches to problem solving may be of some benefit to Sam Sample.



Corroborative Discussion Notes

Implications for Performance Within Coaching Context

Action Planning



INTERPERSONAL SKILLS

INTERPERSONAL SKILLS PROFILE CHART

Sub-Competency Domains	Level	1	2	3	4	5	6	7	8	9	10
Interest in establishing rapport with colleagues and clients	ML				●						
Collaboration with others	M					●					
Tact and diplomacy	M					●					
Interest in developing trusting relationships with colleagues	M					●					
Competency Potential	Level	1	2	3	4	5	6	7	8	9	10
Interpersonal Skills Score	M					●					

Potential Strengths

- While Sam Sample's results suggest he is fairly assertive, he is not expected however to come across as being particularly aggressive.
- Sam Sample's responses to the questionnaire suggest he is unlikely to be overly forthright and plain-speaking or unduly circumspect and diplomatic in his dealings with others. While his profile indicates he will generally wish to avoid confronting others unnecessarily, he should nonetheless be capable of being direct and to the point if this is called for.
- Sam Sample's pattern of results suggests that he has an average need for the company of others and is no more prone to be cynical about human nature than most other people. Consequently, it should take him no longer than most to develop trusting relationships with his colleagues.

Potential Development Areas

- Having a profile which suggests he is somewhat lacking in interpersonal warmth and is not by nature very understanding and thoughtful, Sam Sample may on occasion experience a little difficulty establishing rapport with colleagues and/or clients.

Development Recommendations

- Sam Sample may well benefit from training aimed at developing his awareness and concern for others' feelings and emotions as well as promoting active listening skills.
- Encourage Sam Sample to take a greater interest in his colleagues and their working lives.
- Training and/or mentoring to help Sam Sample learn how to assert himself in a more appropriate manner may well be of benefit to him.
- Sam Sample may possibly benefit from training and/or mentoring aimed at promoting a more diplomatic interpersonal style.
- Promote a working environment that respects diversity and values differences of opinion.
- Foster a working environment that encourages trust.



Corroborative Discussion Notes

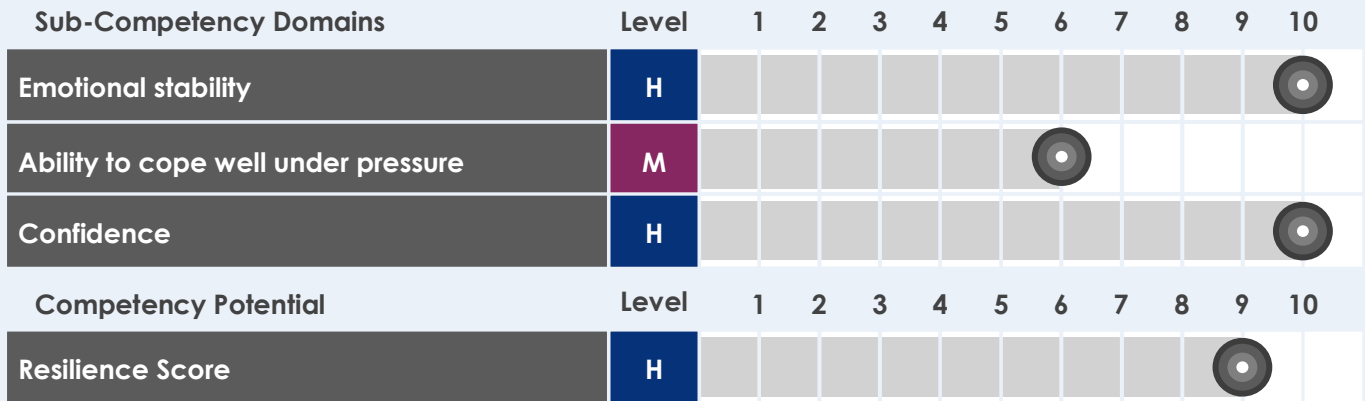
Implications for Performance Within Coaching Context

Action Planning



RESILIENCE

RESILIENCE PROFILE CHART



Potential Strengths

- Sam Sample's results suggest he is not prone to mood swings. As a result, his emotions would not be expected to cloud his judgement or adversely affect his performance at work.
- Sam Sample's profile indicates he is likely to have average levels of frustration tolerance. Consequently, he would generally be expected to cope relatively well with stress and to stay composed when things go wrong. Having said this, as Sam Sample's responses further indicate he is not prone to mood swings, he should not experience undue difficulty controlling his emotional reactions to situations.
- Sam Sample's results suggest he is very confident and self-assured. Consequently, he should be quite happy to accept feedback, even if it is not presented in a very constructive manner.

Potential Development Areas

- No potential development areas could be derived from Sam Sample's profile on this competency.

Development Recommendations

- If Sam Sample is unhappy about something, carefully consider what merit there may be in his perspective.
- Ensure the goals and targets that are set for Sam Sample are realistic and achievable.
- Structure the working environment to make it as stress free as possible.
- Offer feedback in a constructive, non-judgemental way.
- Remember to offer praise when praise is due.



Corroborative Discussion Notes

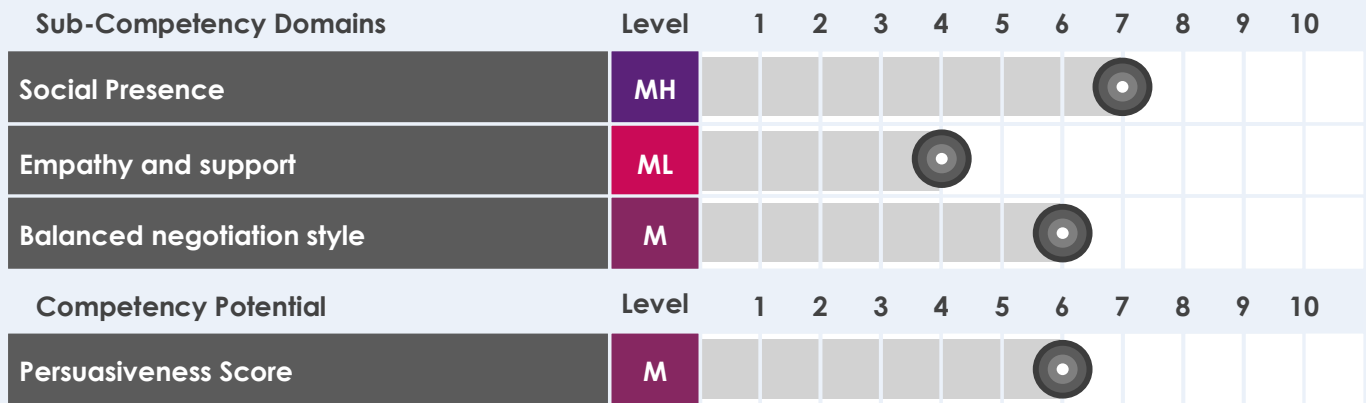
Implications for Performance Within Coaching Context

Action Planning



PERSUASIVENESS

PERSUASIVENESS PROFILE CHART



Potential Strengths

- Having obtained a pattern of scores that indicates he is likely to be fairly socially bold and rather drawn to take centre stage, Sam Sample would be expected to be fairly charismatic and to have a strong social presence. His scores further indicate he is likely to be fairly confident in social situations and be fairly quick to initiate interactions with people he does not know. As a result, others are likely to find him to be a relatively persuasive speaker who expresses his opinions in a fairly confident manner.
- As his results suggest he is fairly competitive, he may possibly come across as being slightly domineering. However, Sam Sample's responses further suggest that he is sufficiently conscious of the impact he has on others. Consequently, while he may be a little inclined to hold his ground during negotiations, he should be able to pick up on the subtle nuances of the situation and adapt accordingly.

Potential Development Areas

- Sam Sample's results suggest he is slightly lacking in empathy and warmth and is unlikely to have a very strong interest in others. As a result, his colleagues are unlikely to see him as being highly supportive and he would not be expected to be a very good listener. His profile further suggests that roles which require supporting others, encouraging them and promoting their personal development are unlikely to have a very great appeal to him.

Development Recommendations

- Consider delegating any tasks to him that require public speaking.
- Provide Sam Sample with opportunities to use his social presence to good effect.
- Sam Sample may well benefit from training aimed at developing his understanding of others' goals and motives and promoting active listening skills.
- Encourage Sam Sample to consider how others' motives and goals may influence their behaviour.
- Model how to build rapport with colleagues and clients.
- Training in the use of appropriate assertiveness techniques is likely to be of some benefit to Sam Sample.
- Offer Sam Sample encouragement/praise when he asserts himself appropriately.



Corroborative Discussion Notes

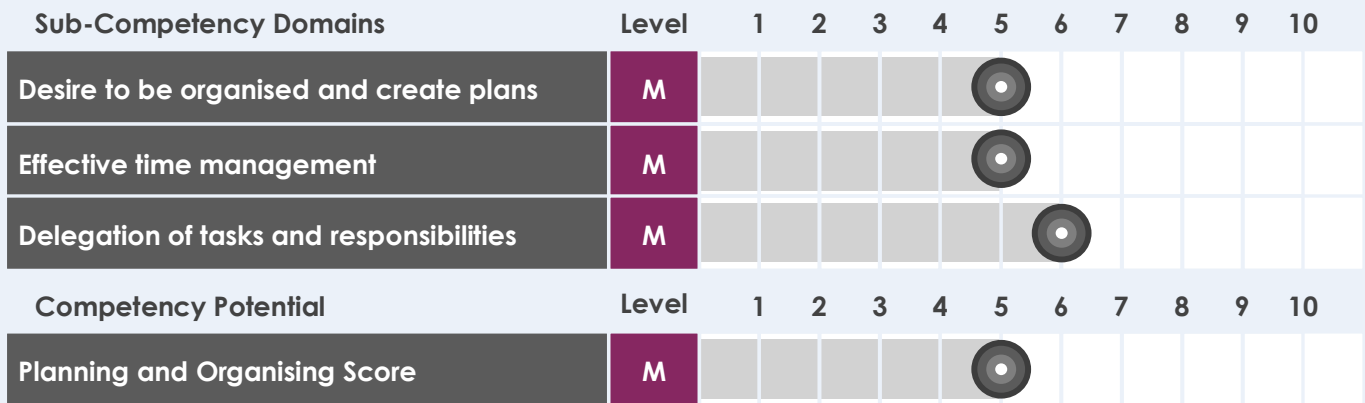
Implications for Performance Within Coaching Context

Action Planning



PLANNING AND ORGANISING

PLANNING AND ORGANISING PROFILE CHART



Potential Strengths

- Sam Sample's profile suggests he is likely to have average levels of detail consciousness. Consequently, he would be expected to be aware of the value of forward planning, while at the same time not being overly rigid or inflexible.
- Sam Sample's responses to the questionnaire indicate he is likely to be as meticulous as most, and to be as aware as most of the value of effective time management.
- Sam Sample's results indicate he is inclined to set himself as high standards as most and be as trusting as most. Consequently, he is likely to be fairly happy to delegate work to others without feeling the need to monitor their output too closely.

Potential Development Areas

- No potential development areas could be derived from Sam Sample's profile on this competency.

Development Recommendations

- Set clear targets and goals.
- Support Sam Sample in creating detailed plans and schedules to achieve these goals.
- Don't forget to praise him when he achieves his targets.
- Attending a course on time management skills may be of some value to Sam Sample.
- Sam Sample might possibly find training in delegation skills to be of some benefit to him.
- Ensure he stays mindful of the importance of delegation for effective time management.
- Remember to praise Sam Sample when he delegates work effectively.



Corroborative Discussion Notes

Implications for Performance Within Coaching Context

Action Planning



QUALITY ORIENTATION

QUALITY ORIENTATION PROFILE CHART

Sub-Competency Domains	Level	1	2	3	4	5	6	7	8	9	10
Commitment to producing work of a high standard	M										
Detail orientation	M										
Commitment to finishing tasks	M										
Competency Potential	Level	1	2	3	4	5	6	7	8	9	10
Quality Orientation Score	M										

Potential Strengths

- Having obtained a pattern of results that suggests he is as committed to producing work of a high standard as most, Sam Sample would be expected to approach tasks in a relatively organised and systematic manner.
- Sam Sample's profile indicates he is likely to be as methodical and meticulous as most. As a result, he would be expected to be reasonably motivated to attend to details and to check his work to ensure he does not make careless mistakes and errors.
- The results he obtained on the questionnaire indicate Sam Sample is likely to have as strong a sense of duty as most. Consequently, it would be anticipated that he will feel at least as committed as most people to finishing tasks he has started. Moreover, his scores also suggest he is likely to be as attentive to detail as most. Consequently, while he would not be expected to experience undue difficulty persevering with repetitive tasks, he may experience some difficulty persevering with those tasks that are particularly boring.

Potential Development Areas

- No potential development areas could be derived from Sam Sample's profile on this competency.

Development Recommendations

- Set Sam Sample clear quality standards.
- Remember to praise him when he meets these standards.
- Training in techniques for improving attention to detail may possibly be of some benefit to Sam Sample.
- Seek ways of making the work more interesting and stimulating to employees by offering job rotation programmes or creating self-directed teams.
- Reinforce the importance of him completing all the tasks he has been given.



Corroborative Discussion Notes

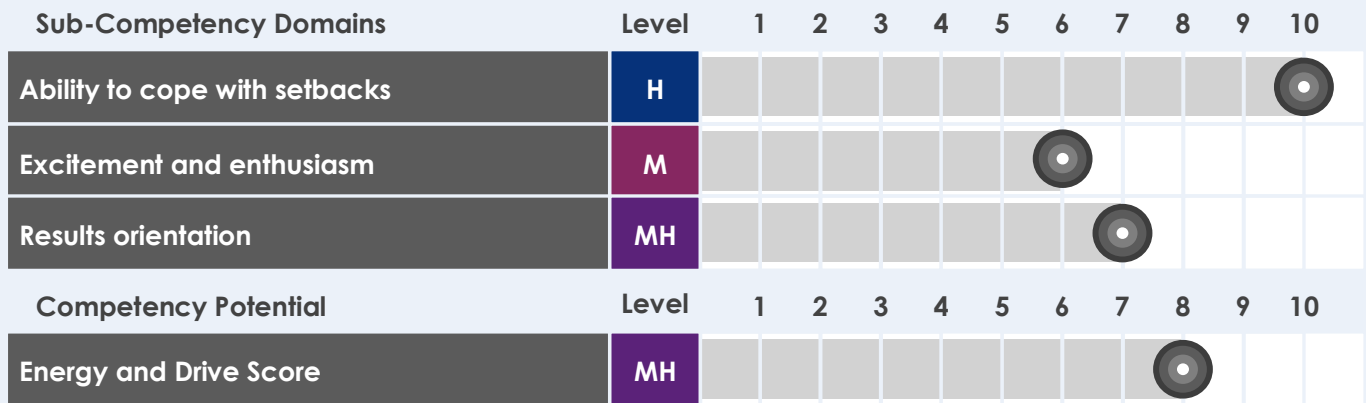
Implications for Performance Within Coaching Context

Action Planning



ENERGY AND DRIVE

ENERGY AND DRIVE PROFILE CHART



Potential Strengths

- The pattern of results Sam Sample obtained on the questionnaire suggests he is not prone to feelings of despondency or depression. Consequently, he would not be expected to experience great difficulty maintaining his levels of energy when faced with setbacks and challenges.
- Having a profile that indicates he is as active and participative as most, Sam Sample should not experience undue difficulty if he is required to motivate and enthuse those around him. However, he may find himself feeling depleted and drained if he is cast in such a role for extended periods of time.
- Sam Sample's responses to the questionnaire suggest he would be expected to be relatively assertive and results orientated. Moreover, as he is likely to be fairly happy giving others instructions and directions, he should generally have a fairly strong desire to show initiative and take charge of situations.

Potential Development Areas

- No potential development areas could be derived from Sam Sample's profile on this competency.

Development Recommendations

- Value Sam Sample's tendency to see the positives in challenging situations.
- Don't forget to praise his achievements.
- Sam Sample may find training in strategies for enthusing and motivating his subordinates to be of some value to him.
- Praise him when he successfully motivates staff.
- Give him opportunities to show leadership and initiative.
- Value his desire to push for action.



Corroborative Discussion Notes

Implications for Performance Within Coaching Context

Action Planning



DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Sam Sample to define development goals based on the results of his profile. Before working with Sam Sample on his development plan, please ensure that you refer to his competency results and development recommendations provided in the previous sections.

Suggested development process:

1. Feedback and reactions
2. Selecting areas for development
3. Development plan

1. FEEDBACK AND REACTIONS

Gauging Sam Sample's reaction to the profile is essential to the interpretation of the results and is useful in determining a development plan. A copy of the Feedback Report can be shared with Sam Sample before discussing the results with him. Use the following questions to gauge his reactions to the feedback.

What did you learn from the results?

How did your perceptions of your workplace behaviour compare to those of the profile?

What areas did you agree with the most?

What areas did you disagree with the most?



2. SELECTING AREAS FOR DEVELOPMENT

Discuss with Sam Sample which areas he would like to focus on for development after having reviewed the report's findings. Use this page as the basis for all agreed development plans.

This development plan is for:

This development plan is overseen by:

Name	Sam Sample	
Position		
Signature		
Date		

The table below lists the competencies used in Fine Nine Competency Framework. The areas which have been determined as most in 'Need' for development from the profile have been marked with a check mark under the 'Need' column, though users may also select other areas which they deem to be in need for development.

Competency	Highlighted Behavioural Dimensions	Need	Priority
Integrity		<input type="checkbox"/>	<input type="checkbox"/>
Creativity	Intuition and motivation to generate many ideas.	<input type="checkbox"/>	<input type="checkbox"/>
Logical and Analytical		<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal Skills	Interest in establishing rapport with colleagues and clients.	<input type="checkbox"/>	<input type="checkbox"/>
Resilience		<input type="checkbox"/>	<input type="checkbox"/>
Persuasiveness	Empathy and support.	<input type="checkbox"/>	<input type="checkbox"/>
Planning and Organising		<input type="checkbox"/>	<input type="checkbox"/>
Quality Orientation		<input type="checkbox"/>	<input type="checkbox"/>
Energy and Drive		<input type="checkbox"/>	<input type="checkbox"/>

Dimensions selected as being in 'Need' of development and which have also been selected as a 'Priority' should be considered as part of Sam Sample's development plan.



3. DEVELOPMENT PLAN

Please consider the following points in order to gain as much benefit from the development plan:

- Focus on the dimensions identified for development from the previous page.
- The development guides provide general recommendations for development. Use the development recommendations to help determine which development activities to pursue.
- Keep the objectives simple and measurable.
- Define how to monitor and evaluate progress.
- Use the provided form to put the plans in writing.
- Monitor Sam Sample's progress through regular review meetings.

What areas do you wish to develop?

Why is it important or necessary to develop these areas?

How will you go about developing these areas?

Who do you need support from in order to achieve your development objectives?

When do you wish to achieve the desired development?