

Sally Sample
11 Sep 2025

EXPERT

EMOTIONAL INTELLIGENCE REPORT

FIFTEEN FACTOR QUESTIONNAIRE PLUS





REPORT STRUCTURE

This report presents Sally Sample's Emotional Intelligence (EI) profile in the following sections:

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- Team Working and Open Communication

8. Development Planning

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- Selecting Areas for Development
- Development Plan



DISCLAIMER

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

The Emotional Intelligence 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

Research studies have shown that Emotional Intelligence (EI) contributes to several factors of interpersonal effectiveness and leadership capability. Employees who demonstrate high levels of EI are better at understanding themselves and others, making confident decisions and expressing their views. They have also been found to effectively manage their emotions and have the drive, energy and optimism to succeed. Furthermore, they are more capable of being sensitive to interpersonal and organisational dynamics and relate to others with diplomacy and tact.

This report describes Sally Sample's Emotional Intelligence in terms of the conceptual framework proposed by Daniel Goleman and his colleagues. This framework defines EI as a set of personal and inter-personal competencies that can be refined and developed through mentoring, coaching and training. These competencies are described in detail below.

The report outlines Sally Sample's most likely personal strengths and weaknesses in each of the EI competency domains. These should be treated as hypotheses to be explored in greater detail via other assessments. For example, Sally Sample's level of job specific knowledge can be assessed through a critical review of her work history and previous qualifications, and by the use of objective tests and structured interviews. Her skills can be assessed in greater detail through work sample tests, behavioural observation, role-plays and assessment centre exercises.

This report can be used for assessment and selection, or as a tool to facilitate Sally Sample's personal development. In the latter case it should be used as a starting point to begin exploring with Sally Sample possible development needs and to produce a shared development strategy for promoting her EI competencies

Please Note:

- As the report contains information relating to a number of different competencies, it is important when using it to focus on those competencies that are specific to the role being considered.
- The competency scores are calculated from Sally Sample's responses on the 15FQ+ personality questionnaire. Therefore, if this report is to be used to compare different individual's EI competencies, it is essential all the reports are produced using the same norms.
- The report describes Sally Sample's EI competencies in terms of her typical behaviour and should not be taken as an assessment of her maximum (or most effective) performance. Rather it describes her core EI competencies, with her actual performance in any particular setting being influenced by a number of factors in addition to her level of Emotional Intelligence. These include: the specific skills she has developed; the impact the environment has on facilitating or inhibiting her performance; her motivation; her current level of emotional wellbeing, etc.



DIMENSIONS

In line with the work of Goleman this report defines emotional intelligence as consisting of competencies in two domains, the personal and interpersonal. Within these domains, EI competencies are split into two clusters. The definitions of the EI domains and associated competency clusters are presented below.

PERSONAL DOMAIN

The Self-awareness Competency Cluster includes: Emotional Self-awareness; Self-confidence and Accurate Self-assessment. These competencies enable a person to: accurately understand themselves, their emotions, motives and goals; trust their own judgement and take confident decisions; express their views with confidence and self-assurance; realistically appraise their skills, aptitudes and abilities and be able to use feedback to improve their performance.

The Self-management Competency Cluster includes: Emotional Self-control; Optimism; Achievement Orientation; Forward Planning; Conscientiousness; Adaptability and Trustworthiness. These competencies enable a person to: effectively manage their emotions and have the drive, energy and optimism to succeed; produce work of a high standard, plan for the future and diligently attend to detail; be adaptable and open to change; maintain high levels of personal integrity.

INTER-PERSONAL DOMAIN

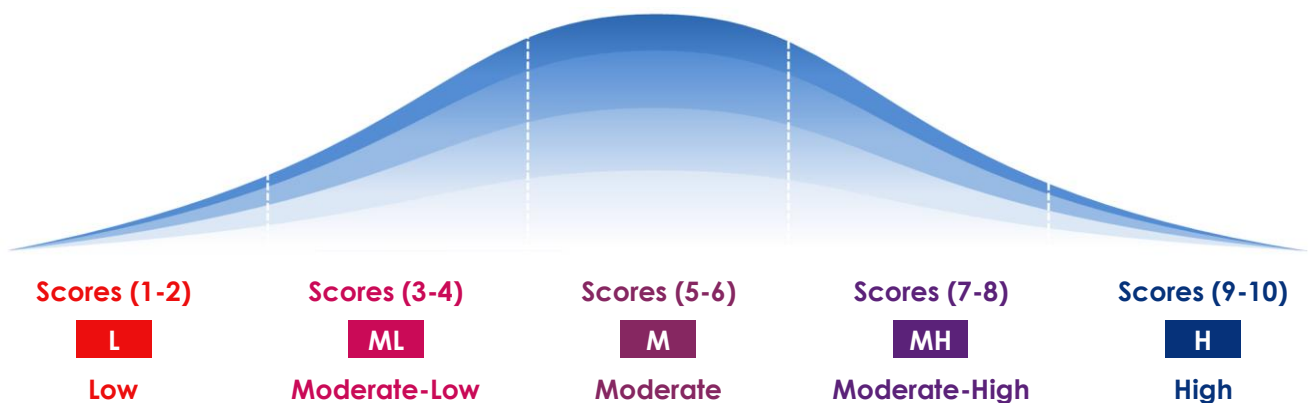
The Social Awareness Competency Cluster includes: Empathy; Interpersonal Openness; Organisational ('political') Awareness and Service Orientation. These competencies enable a person to: understand others' motives, emotions and behaviour; be open to others' points of view and perspectives; be sensitive to interpersonal and organisational dynamics.

The Relationship Management Competency Cluster includes: Persuasiveness; Conflict Management; Inspirational Leadership; Change Catalyst; Team Working and Open Communication. These competencies enable a person to: communicate effectively; relate to others with diplomacy and tact; network; negotiate successfully; work collaboratively; openly share information; actively participate in team projects; motivate others; actively promote change and develop colleagues' potential through coaching, mentoring and teaching.

RESULTS SCALE

A reference group is used to evaluate Sally Sample's results and determine her tendency to exhibit effective workplace behaviours compared to others. Her 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 Fifteen Factor Questionnaire Plus (15FQ+) contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately. Such measures inform practitioners of the degree to which they can trust and rely on the interpretation of respondents' profiles.

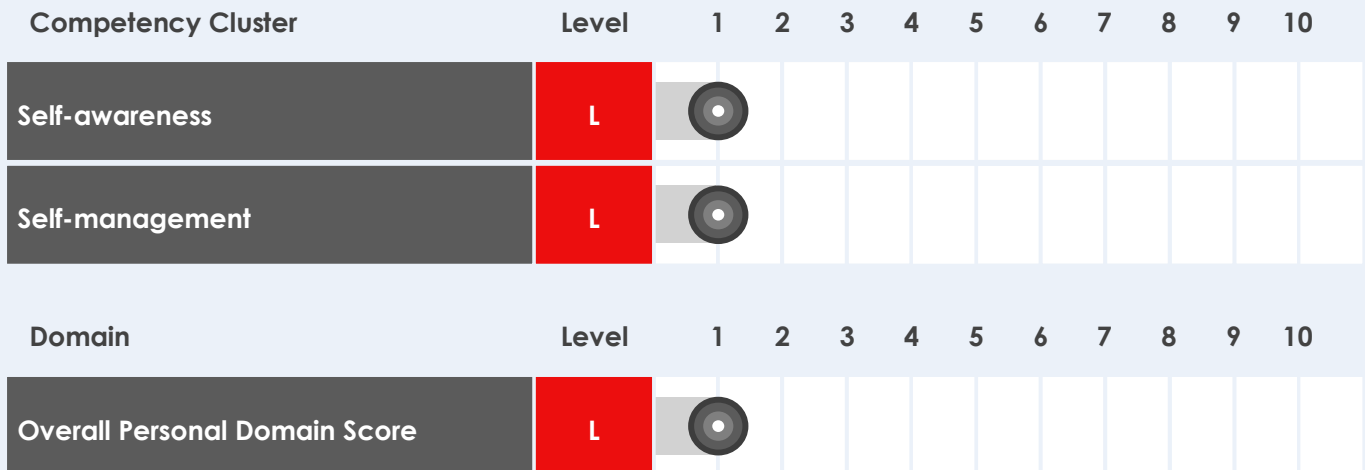
The results indicate that Sally Sample has responded to the questionnaire in an open and honest manner.



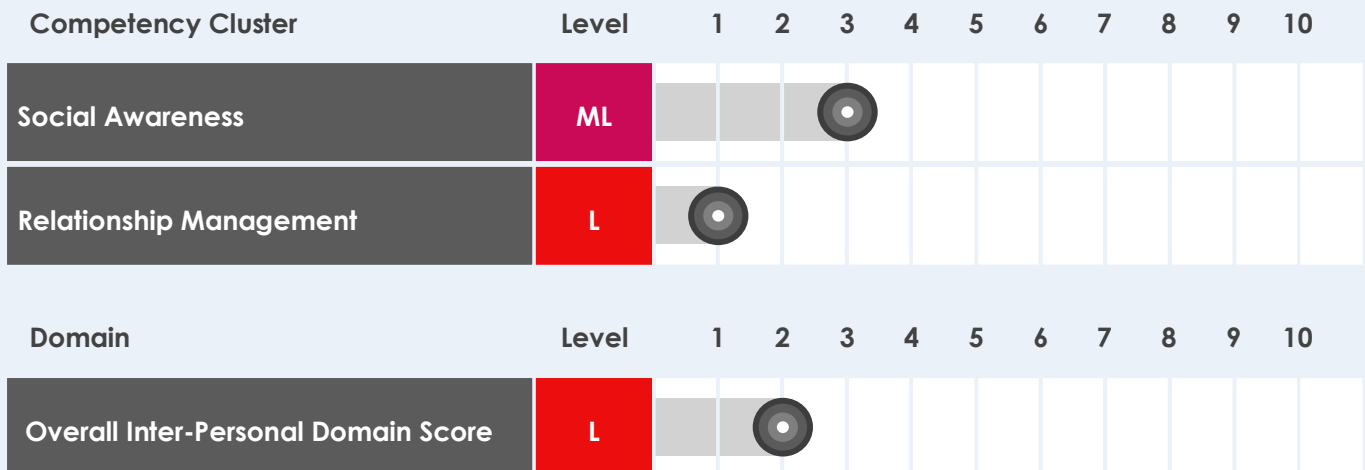
EMOTIONAL INTELLIGENCE PROFILE

The competency scores are weighted composites of the behavioural dimensions that contribute to each of EI Domains. 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.

PERSONAL DOMAIN PROFILE CHART



INTER-PERSONAL DOMAIN PROFILE CHART





SUMMARY OVERVIEW

The following tables list the major strengths and potential areas of concern that can be inferred from Sally Sample's responses to the questionnaire. Further details are available in the discussion of the results later in the report.

POTENTIAL STRENGTHS

Sally Sample's responses to the assessment suggest the following core competencies:

- She should be fairly adaptable and open to change.
- She is unlikely to attempt to dominate discussions.

POTENTIAL AREAS FOR DEVELOPMENT

Sally Sample's responses to the assessment suggest the following development needs:

- To make decisions in a more confident, proactive manner.
- To develop the skills to express herself in a more confident, self-assured way.
- To develop skills to enable her to assert herself more effectively.
- To become more open to accepting feedback, even if this is not presented in the most constructive way.
- To be more open to acknowledging errors or mistakes she has made.
- To be more open to her own emotional experiences.
- To develop more effective strategies for managing stress.
- To develop skills at better managing tension and frustration.
- To learn how to express her emotions and needs in a more effective manner.
- To develop 'positive thinking' skills.
- To focus more on forward planning.
- To be more attentive to detail.
- To follow systems and procedures more diligently.
- To be more tactful and diplomatic in her dealings with others.
- To be more attentive to the power relationships and emotional undercurrents within any given group or organisation.
- To work at becoming a more persuasive speaker.
- To develop her public speaking skills.
- In situations where she is negotiating, to be a little less inclined to concede ground.
- To develop the ability to energise and motivate others.



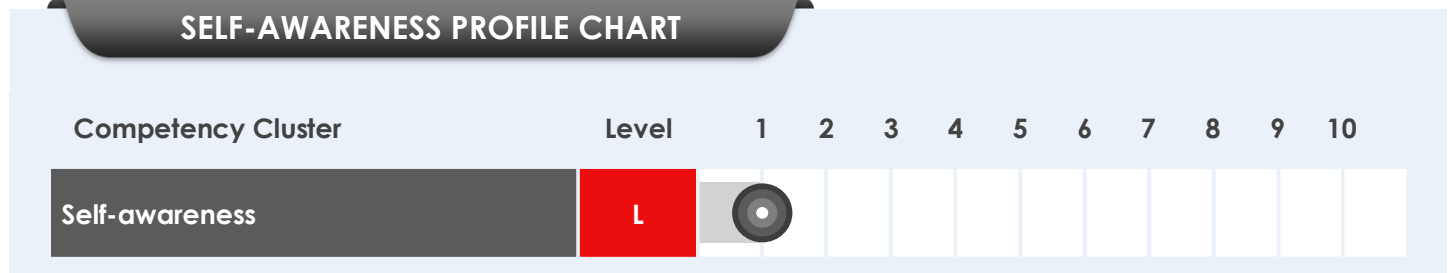
SELF-AWARENESS COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Emotional Self-awareness
- Self-confidence
- Accurate Self-assessment

These competencies enable a person to: accurately understand themselves, their emotions, motives and goals; trust their own judgement and take confident decisions; express their views with confidence and self-assurance; realistically appraise their skills, aptitudes and abilities and be able to use feedback to improve their performance.

SELF-AWARENESS PROFILE CHART



EMOTIONAL SELF-AWARENESS

Sally Sample's profile indicates that, although she is likely to be reasonably intuitive and aesthetically orientated, she may nonetheless be inclined to take a quite cool, distant and slightly aloof approach to personal relationships. As a result, she may not have as much insight into her own emotions as some people. Moreover, she may not always be aware of her typical emotional responses to different situations and the ways in which her emotions influence her behaviour and affect those around her.

SELF-CONFIDENCE

Her profile indicates she is likely to be flexible in her approach to work. As a result, she is likely to cope somewhat well with uncertainty and should be fairly happy in situations where outcomes are unclear and only limited information is available. However, due to a tendency to worry about the future she is likely to be rather uncomfortable making decisions when much is at stake. Her results suggest she is likely to be quite lacking in social boldness and may not feel confident speaking to large groups of people. Moreover, as she is likely to be quite threat sensitive, she may be rather reluctant to express unpopular views and opinions, particularly if she fears they may be badly received. She may therefore be quite prone to come away from meetings worrying about how she has come across. As Sally Sample's profile indicates she is likely to be quite lacking in assertion, she may be expected to experience considerable difficulty pushing others into action should this be required of her. Moreover, as Sally Sample's scores suggest she may be rather prone to doubt her own views and opinions, she is likely to be as keen to seek support and guidance from others.



ACCURATE SELF-ASSESSMENT

As Sally Sample's profile suggests she is rather lacking in confidence and prone to self-doubt, she would not be expected to be that likely to overestimate her level of knowledge and skill. In fact, if anything, she may be prone to be quite self-critical and may at times need encouragement and support from others to give her the confidence to achieve her potential. Her scores indicate she is likely to be fairly suspicious and somewhat inclined to doubt others' motives. As a consequence, she is unlikely to be very open to receiving negative feedback. Moreover, as she may be prone to be somewhat threat sensitive, she may at times experience difficulty accepting feedback, even if it presented in a constructive way. Her profile further suggests she may become fairly upset if she feels the feedback she is being given is unfair or unjust. Possibly being rather prone to anticipate censure, she may at times be reluctant to admit to mistakes or errors she has made.



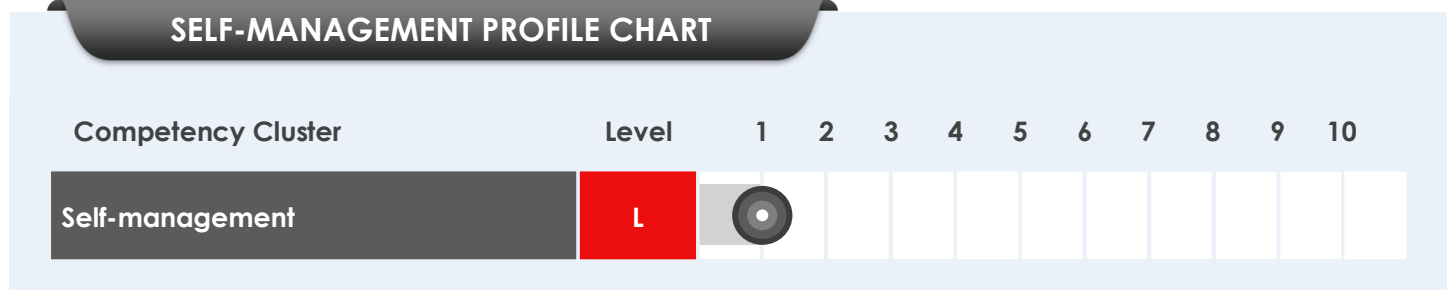
SELF-MANAGEMENT COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Emotional Self-control
- Achievement Orientation
- Forward Planning
- Conscientiousness
- Adaptability
- Trustworthiness

These competencies enable a person to: effectively manage their emotions and have the drive, energy and optimism to succeed; produce work of a high standard, plan for the future and diligently attend to detail; be adaptable and open to change; maintain high levels of personal integrity.

SELF-MANAGEMENT PROFILE CHART



EMOTIONAL SELF-CONTROL

Sally Sample's results indicate she is likely to be less phlegmatic and emotionally stable than many people and may be quite prone to mood swings. Consequently, she may find herself experiencing strong emotions that may disrupt her work or which others may even possibly find difficult to manage. Moreover, she is likely to be quite easily distracted and is likely to experience some difficulty concentrating in noisy surroundings. As such, her responses indicate she is likely to be rather less emotionally resilient than most and she may not be expected to always cope particularly well when placed under pressure. As her scores suggest she has fairly low levels of frustration tolerance, she might be slightly prone to lose her temper if things go wrong. Moreover, she may experience some difficulty restraining her anger with slow or indecisive people, particularly if she thinks they are purposely being obstructive. Moreover, as she is inclined to be extremely lacking in assertion, there is a risk that in such situations she may be inclined to bottle up any frustrations she may be experiencing until they become intolerable, at which point she may possibly give vent to her feelings in a slightly explosive manner.

ACHIEVEMENT ORIENTATION

The test results suggest Sally Sample is not naturally very lively, enthusiastic and fun-loving. As a consequence, she might be expected to have somewhat lower levels of energy and drive than many people. Probably being rather prone to self-doubt, she may have difficulty maintaining her levels of energy and enthusiasm when faced with setbacks or failure. In such circumstances, she might even be prone to feelings of despondency. When things are going well, however, she should generally have enough energy to meet work schedules without undue difficulty.



FORWARD PLANNING AND CONSCIENTIOUSNESS

The assessment results indicate Sally Sample is likely to have somewhat below average levels of self-control and self-restraint. As a consequence, she would be expected to have a rather less strong sense of duty than some. In addition to this, she may be reluctant to persevere with boring, repetitive tasks. Moreover, her scores indicate she is likely to be flexible and adaptable in her approach to work and quite responsive to changing events and circumstances. As a result, she may be less committed than some to finishing tasks she has started. Her profile suggests she is quite unlikely to be very motivated to create detailed plans and schedules, with her being somewhat more inclined to deal with problems as they arise. As her scores suggest she is quite spontaneous and expedient, she may be somewhat prone to overlook important details and make careless errors.

ADAPTABILITY AND TRUSTWORTHINESS

As her profile suggests she is no more or less radical than most and no more inclined than most to question existing methods and procedures, Sally Sample would be expected to be as motivated as most people to seek out new solutions to problems. Her scores suggest she is not particularly rule-bound or rigid and therefore should be fairly adaptable and open to change. As her profile indicates she is likely to value tradition no more than most and is not by nature very respectful of authority, she may be inclined not to feel duty bound to follow conventional moral standards and codes of conduct. Her scores further suggest she is spontaneous and flexible, and is unlikely to feel a very strong need to follow organisational rules, regulations and procedures. As a result, she is likely to be capable of being fairly expedient when required.



SOCIAL-AWARENESS COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Empathy
- Interpersonal Openness
- Organisational ('political') Awareness
- Service Orientation

These competencies enable a person to: understand others' motives, emotions and behaviour; be open to others' points of view and perspectives; be sensitive to interpersonal and organisational dynamics.

SOCIAL-AWARENESS PROFILE CHART



EMPATHY

Sally Sample's scores suggest she is unlikely to be particularly concerned about saying things that might cause offence. Moreover, as her profile indicates she is likely to be somewhat lacking in interpersonal warmth, she would be expected to have slightly less insight into, and understanding of, others' emotions than most people. As she is unlikely to take a great interest in her colleagues and their personal needs, she may be viewed as slightly lacking in empathy and concern for others. Sally Sample's profile further suggests that although she is not diplomatic by nature, she is very lacking in assertion. Consequently, she may be rather reluctant to confront others, even when this is called for.

INTERPERSONAL OPENNESS

Her responses to the questionnaire suggest that even though Sally Sample is extremely agreeable and accommodating, she is quite lacking in interpersonal warmth. As a result, active listening skills are unlikely to be one of her strengths. she is somewhat lacking in interpersonal warmth. As a result, active listening skills are unlikely to be one of her strengths. As her profile suggests she is not unduly conservative or traditional by nature, she should be fairly open to others' views and opinions, even if they are highly radical and very unconventional.

ORGANISATIONAL AWARENESS AND SERVICE ORIENTATION

Having a pattern of scores which suggests that, by nature, she is not sensitive to the subtleties and overtones of social situations, Sally Sample might not be expected to be that motivated to pay attention to the power relationships and emotional undercurrents within any given group or organisation. As her scores suggest she is suspicious and rather disinclined to take others at face value, she may be fairly prone to question others' motives and consider what hidden agendas (if any) may be at play. Sally Sample's profile suggests that while she is unlikely to have a great interest in understanding other people's needs, wants and goals, she is nonetheless likely to be fairly intuitive. As a consequence, although she might not be expected to be very motivated to understand clients' requirements, she may nonetheless be able to do so if required to.



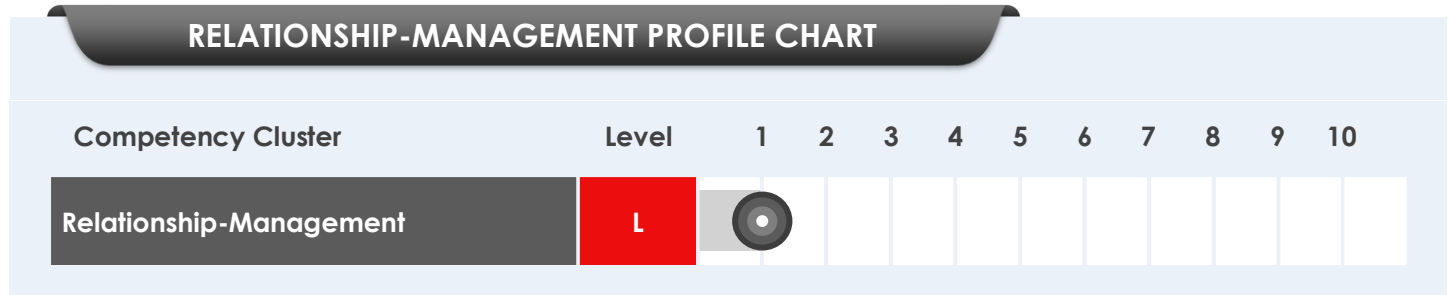
RELATIONSHIP-MANAGEMENT COMPETENCY CLUSTER

This competency cluster details behavioural styles that are characterised by:

- Persuasiveness
- Conflict Management
- Inspirational Leadership
- Change Catalyst
- Team Working
- Open Communication

These competencies enable a person to: communicate effectively, relating to others with diplomacy and tact; negotiate successfully; motivate others and actively promote change; network; work collaboratively, openly share information and actively participate in team projects; develop colleagues' potential through coaching, mentoring and teaching.

RELATIONSHIP-MANAGEMENT PROFILE CHART



PERSUASIVENESS AND CONFLICT MANAGEMENT

The assessment results suggest Sally Sample is quite lacking in social confidence and is not likely to feel comfortable and at ease with people she does not know well. As a result, she would not be expected to be an unduly effective public speaker. As her profile indicates she is extremely agreeable, it is extremely unlikely that Sally Sample will wish to force her views and opinions on others. As her scores suggest she is likely to be less motivated than many to attend to the emotional undercurrents of the setting she finds herself in, it would be expected that she may be rather prone to inadvertently make social gaffs or blunders.

INSPIRATIONAL LEADERSHIP AND CHANGE CATALYST

Having a profile which suggests she is somewhat less lively and participative than many, she is unlikely to find it particularly easy to energise and motivate others. As her responses to the questionnaire indicate she is likely to be as traditional in approach as most, she is no more likely than most to enthusiastically promote new working methods, practises and procedures.



TEAM WORKING AND OPEN COMMUNICATION

Despite the fact that Sally Sample's results suggest she is quite lacking in social confidence, as her profile indicates she is likely to be relatively group-orientated, she would be expected to not be averse to team work. Moreover, she would be expected to have at least as large a network of friends and colleagues as most to call upon for help and advice if needed. However, as her scores suggest she is quite cynical about human nature and somewhat inclined to doubt others' motives, she may be prone to be slightly guarded in her dealings with others. She might occasionally be slightly reluctant to share information and knowledge with her colleagues, for fear that they may use this for their own advantage. Therefore, she may be slightly reluctant to develop others if she fears that doing so may undermine her position at work. Her profile suggests that, when developing colleagues, she is likely to prefer teaching to mentoring or coaching. Her scores indicate that while she is inclined to believe she has at least as much as most others to contribute to the development of staff, as she is prone to be somewhat suspicious of others' motives, she is likely to need a significant amount of encouragement to take on such roles.



DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Sally Sample to define development goals based on the results of the profile.

Suggested development process:

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

A detailed description of Sally Sample's most likely behaviour on each of the competency behavioural dimensions is provided in this section along with development recommendations. Please review these before working with her on the development plan.



1. FEEDBACK AND REACTIONS

Gauging Sally 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 Sally Sample before discussing the results with her. Use the following questions to gauge her overall reaction 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 Sally Sample which areas she 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	Sally 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.

Domain	Competency Cluster	Need	Priority
Personal Domain	Self-awareness	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Personal Domain	Self-management	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Inter-Personal Domain	Social Awareness	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Inter-Personal Domain	Relationship Management	<input checked="" 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 Sally 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 Sally 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?