

Sally Sample
21 Aug 2025

EXPERT

EXTENDED REPORT

FIFTEEN FACTOR QUESTIONNAIRE PLUS





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:



- Imaginative
- Radical
- Tender-minded



- Self-disciplined
- Restrained
- Conscientious



- Warm
- Enthusiastic
- Socially Bold
- Group Oriented



- Intellectually Modest
- Accommodating
- Trusting
- Conforming



- 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 Professional/Managerial 2020s	1184

DISCLAIMER

This is a strictly confidential assessment report on Sally Sample's 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 Sally Sample's.

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

POTENTIAL STRENGTHS

- May be effective in smoothing over interpersonal conflicts.
- Should avoid making hasty decisions.
- Should take the feelings and emotions of others into account when decision making.
- Should be prepared for contingencies and reflect critically on her performance.
- 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 be effective in situations where she is required to view things from a broad perspective.
- Should be willing to let others take the social spotlight.
- Should focus her efforts on the most important and/or rewarding projects without getting distracted by minor details or remote non-role related events.
- Is likely to be practical and realistic, with her feet firmly on the ground.
- Should adapt well to situations where she is required to take a back-seat.

POTENTIAL DEVELOPMENT NEEDS

- May give way too readily when faced with opposition.
- May deliberate a little too much at times and avoid making some decisions.
- May experience difficulty in emotionally tough situations.
- May lack self-confidence and be prone to feelings of self-doubt.
- 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.
- May have difficulty adhering to highly structured workplaces and prefer others attend to the detail.
- May feel uncomfortable in situations she has to constantly meet new people.
- May struggle to keep herself motivated and focused when confronted with tedious tasks.
- May lack interest in conceptual issues and be inattentive to the bigger picture.
- May let things take their own course rather than push to get things done.



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

INTERPERSONAL STYLE

Sally Sample's scores suggests that she is no more or less outgoing than the average person, and while comfortable in the company of others, she will still appreciate some personal time and space.

On first time meeting, Sally Sample's may come across as being socially more restrained and prefer taking her time when building new relationships.

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

Sally Sample's profiles as having slightly less confidence than the average person in her intellectual ability and, as such, may appreciate the chance to formulate her thinking in advance of sharing her ideas with others. This is likely to be the case when working on conceptual tasks in which Sally Sample's has no prior experience.

Sally Sample's profiles as being a reasonably accommodating individual and should be receptive to the opinions of others. While she does not profile as having a particularly assertive personality, she should be able to take a stand on an issue if necessary.

Her results suggest that Sally Sample's is a particularly restrained person who should monitor her behaviour closely to ensure she 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, Sally Sample's is likely to give people the benefit of the doubt. She should, however, understand that people cannot always be taken at face value and therefore exercise some caution with people who have previously let her down, or with individuals she does not know.

Presenting herself as slightly more cautious than most, Sally Sample's is likely to plan and consider her options before committing herself to action. Colleagues should see her as a sensible and dependable member of the team and someone who is disinclined to impulsive risk-taking.

THINKING STYLE

Sally Sample's profiles as being slightly more expedient and action-focused than the average person, and as such, may prefer dealing with issues from a broader perspective. Although Sally Sample's should see the value of process and procedures, she may have difficulty remaining motivated when working on a particularly routine or repetitive task.

More soft-hearted in her outlook than the average person, Sally Sample's should consider the human implications of a decision, and concern herself with what people think. While able to engage with colleagues at an emotional level, she may struggle to make a difficult decision that could impact on people she cares about.

Sally Sample's 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.

Slightly more conventional than the average person, Sally Sample's 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 her to prematurely discount new ideas and innovation.

Sally Sample's profiles as being reasonably concerned about her reputation and fitting in, and as such, should appreciate knowing how others view her. While unlikely to openly question authority, Sally Sample's may still believe that respect has to be earned, rather than simply given as a consequence of one's position or rank.

COPING STYLE

With an emotionally resilient outlook, Sally Sample's 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, she should have a settling influence on others.

Her results suggest that Sally Sample's is unlikely to be troubled by feelings of self-doubt when working on a task in which she has past experience, yet may doubt her ability when stepping outside her comfort zone. In line with this, Sally Sample's may not always give herself credit for her achievements and talk down her successes.

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

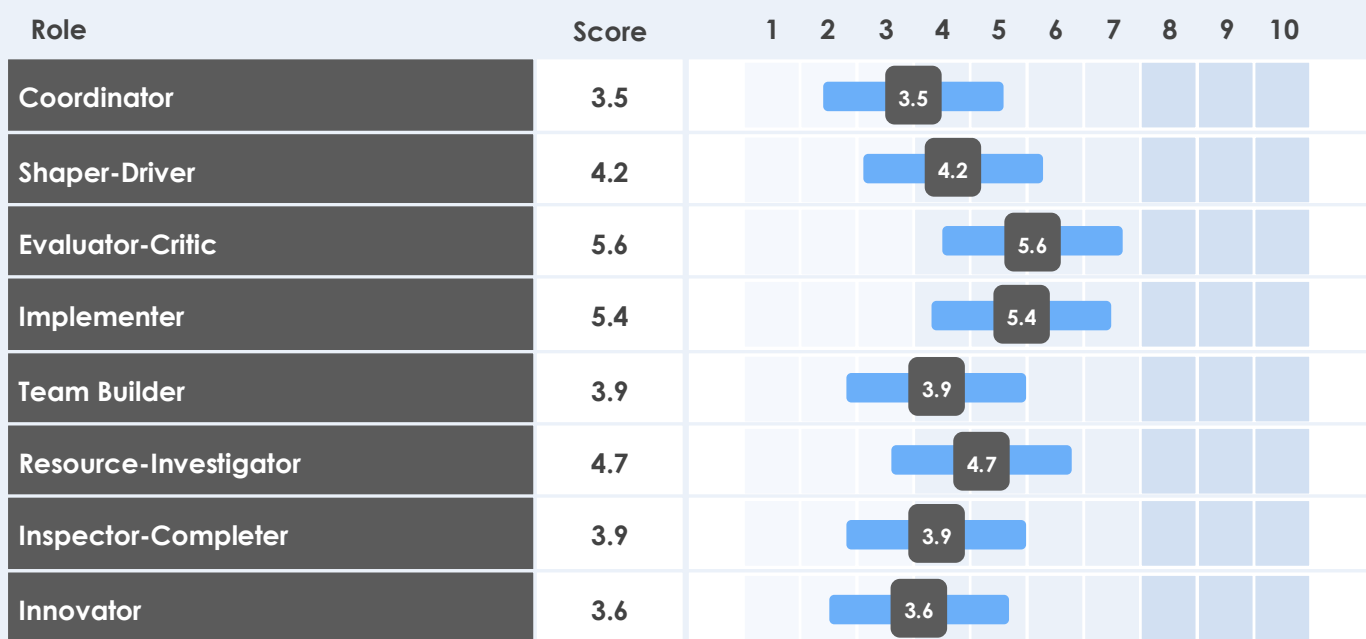


DERIVED DIMENSIONS

TEAM ROLES

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

TEAM ROLE CHART



Team Role Combination – Implementer/Evaluator-Critic

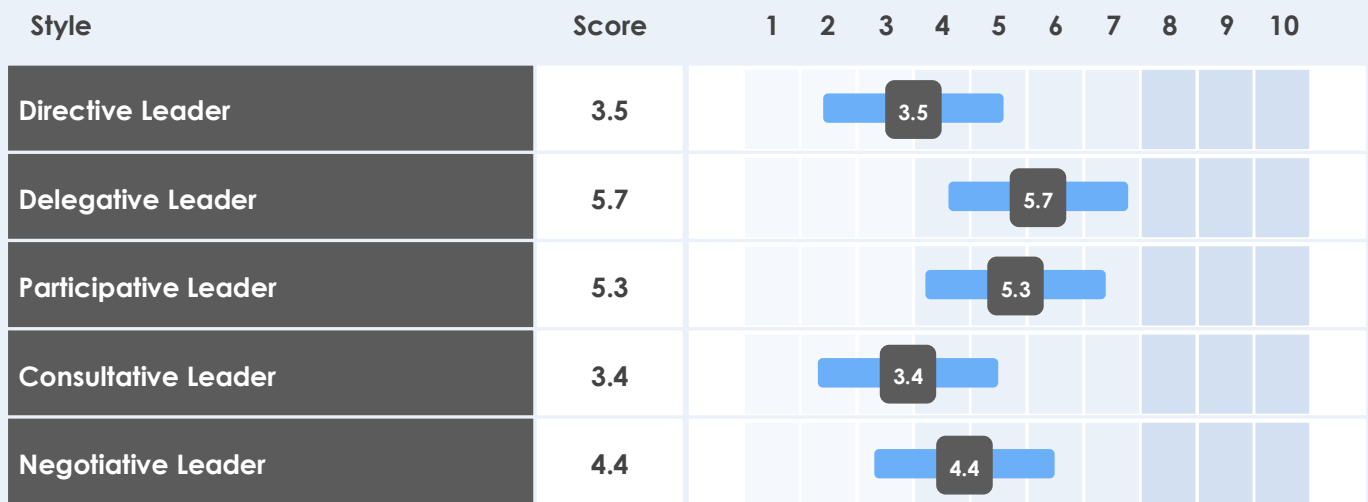
Sally Sample's is likely to make her best contribution to an organisation as someone who thinks through a problem thoroughly and then makes things happen. She is likely to have the ability to think shrewdly and dispassionately about alternative courses of action and make a balanced judgement about the option that is the most practical and feasible. She can then translate this direction into a practical operational procedure and set up the systems to achieve results. She thus combines a shrewd analytical mind with a flair for organisation. At times, however, she may find it difficult to inspire and motivate others, and she may be less happy in a role requiring the continual generation of new ideas. Nonetheless, she is likely to provide a sound critical evaluation of ideas and plans for change that are proposed by others. The value of innovation will have to be proved to her on the basis of facts and supporting evidence. Given the right circumstances, she is likely to be particularly effective as a strategic thinker and systems designer.



LEADERSHIP STYLES

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Sally Sample's 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 Sally Sample'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: Delegative Leader

As the name suggests, the style of Delegative leaders is characterised by delegating work to subordinates. Since their style is not strongly democratic, the process of delegation may not involve consultation. As a result, subordinates will generally be assigned work rather than have active input into how projects should be conducted. However, once the work has been assigned only little direction will be provided and subordinates will largely be expected to work with the minimum of supervision. Although such a leadership style may not be everybody's preference those who are naturally independent may enjoy the freedom allowed by such managers.

Secondary Leadership Style: Participative Leader

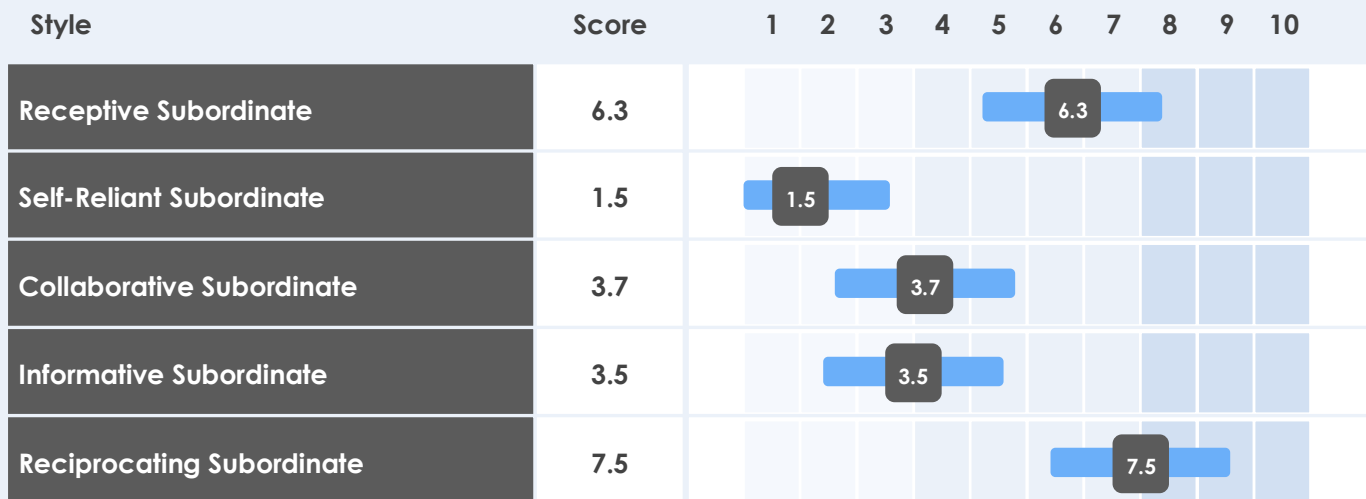
Participative leaders are primarily concerned with getting the best out of a team as a whole. Hence, they encourage contributions from all members of a team and believe that by pooling ideas and coming to a consensus view the best solutions to problems will naturally arise. They are unlikely to impress their own wishes and opinions onto the other members of the group but see their role as an overseer of the democratic process. This will involve ensuring each member of the group is given the opportunity to express their opinion and that no one member imposes a disproportionate influence on group decisions.



SUBORDINATE STYLES

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Sally Sample's 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 Sally Sample's 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: Reciprocating Subordinate

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

Secondary Subordinate Style: 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, Sally Sample's colleagues will see a more traditional and conventional side to her nature. Quite possibly this means that she will leave the generation of innovative ideas to other members of their team. As a result, the Receptive Subordinate will take the stance that her role is to execute the ideas of others to the best of their ability.



INFLUENCING STYLES

The Influencing Styles describe which of a range of styles Sally Sample's 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 Sally Sample'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 Sally Sample's predominant and Secondary Influencing Style is provided.

INFLUENCING STYLES CHART



Primary Influencing Style: Culture Fitter

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

Secondary Influencing Style: Rapport Creator

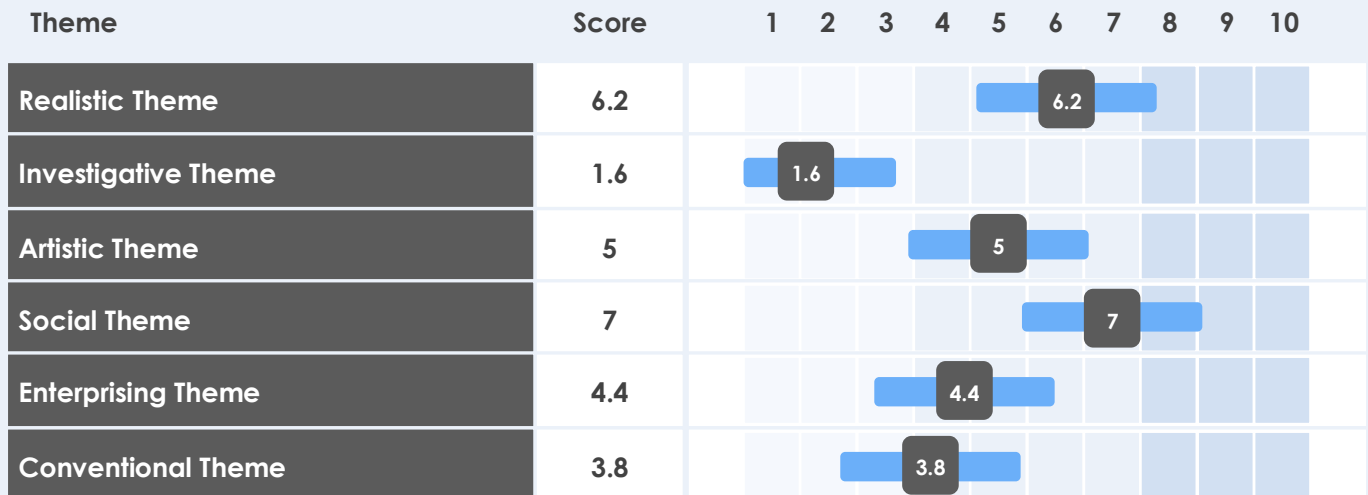
Rapport Creators are usually capable of building warm, friendly relationships with people in order to promote their ideas, services and products. They tend to be outgoing individuals who are genuinely concerned about addressing their clients' specific needs and requirements. They apply their ability 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.



CAREER-THEME SCALES

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



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.

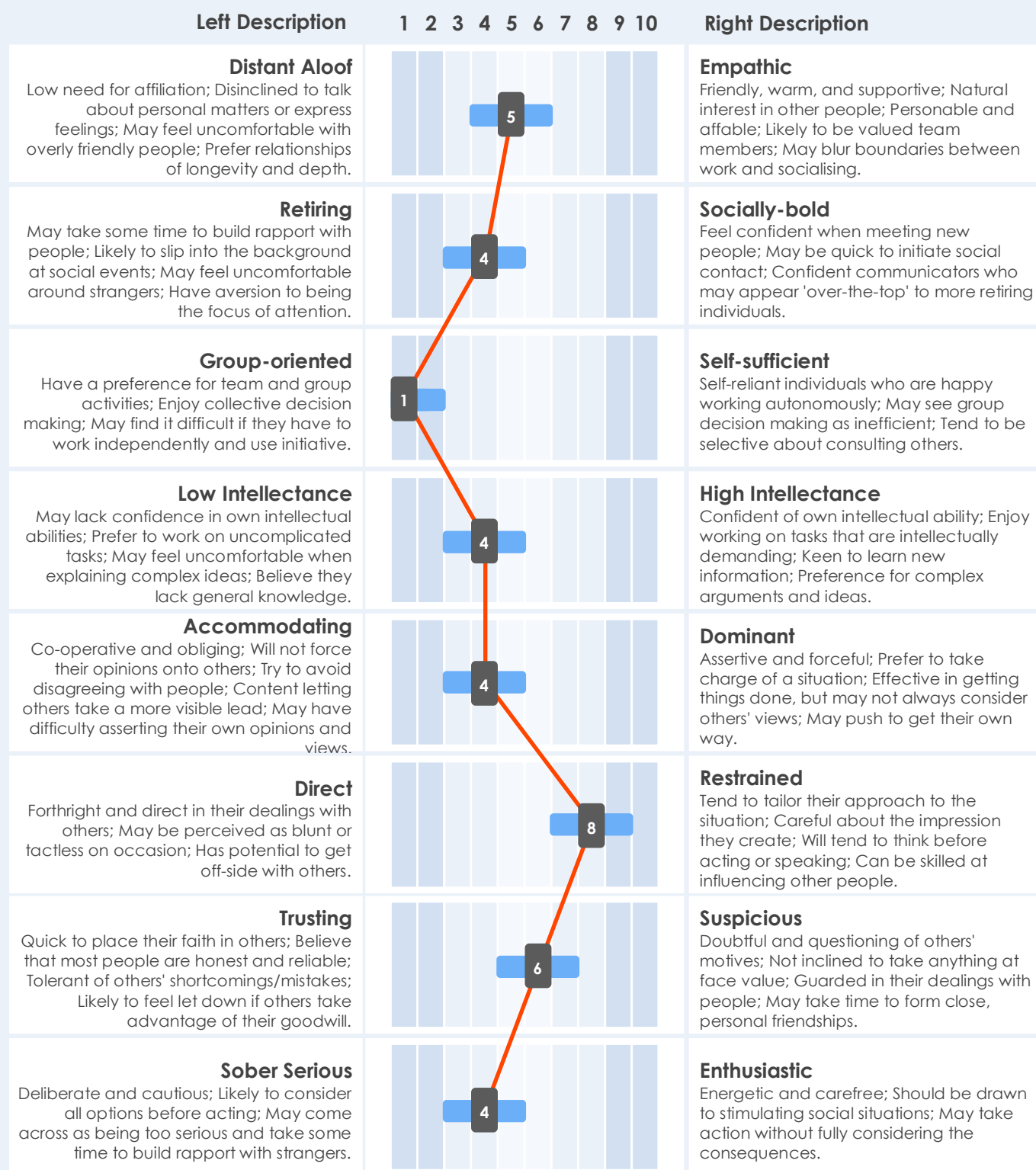
Conventional Theme

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





THINKING STYLES PROFILE

Left Description

1 2 3 4 5 6 7 8 9 10

Right Description

Expedient

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

Hard-headed

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

Concrete

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

Conventional

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

Informal

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

Conscientious

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

Tender-minded

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

Abstract

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

Radical

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

Self-disciplined

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

COPING STYLES PROFILE

Left Description

1 2 3 4 5 6 7 8 9 10

Right Description

Affected by Feelings

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

Confident

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

Composed

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

Emotionally Stable

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

Self-doubting

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

Tense-driven

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



BIG FIVE PROFILE

Scale	Left Description	1 2 3 4 5 6 7 8 9 10	Right Description
E	Introversion Orientated towards their own inner world of thoughts, perceptions and experiences; Self-contained; Less socially active; Prefer solitary activities; Reserved and socially inhibited.		Extraversion Strong people orientation; Seek out situations to be with or engage others; Socially confident and uninhibited; Good at initiating and maintaining personal relationships/networks.
N	Low Anxiety Emotionally mature and resilient; Satisfied with life; Self-assured; Tend to cope well with pressure and emotionally demanding situations.		High Anxiety Anxious about the future; Distrusting of others; Dissatisfied with self and past achievements; Tend to have difficulty coping with demanding situations.
O	Pragmaticism Realistic with a preference for concrete and tangible solutions; Factually-based actions and decisions; Conventional and unsentimental; Focussed on the utility of ideas.		Openness Intellectually orientated; Preference for creative and innovative approaches to problems; Open to possibilities; Enjoy broad concepts and theories; Appreciate artistic pursuits.
A	Independence Actively self-determined in own thoughts and actions; Tend to have a strong need to get things done or make things happen; Willing to criticise others; Can be confrontational.		Agreeableness Empathic and sensitive; Strong concern for others' needs; Averse to criticising or disciplining others; Happy to come to a compromise.
C	Low Self-Control Free from the constraints of social rules; Prepared to express views that differ; Less interested in repetitive tasks; Have a tolerant, open attitude to life.		High Self-Control Conform to social norms and expectations; Dutiful and dependable; Highly conscientious.

RESPONSE STYLE INDICATORS

	Low 1 2 3 4 5 6 7 8 9 10	Medium	High
Central Tendency A high score suggests that the respondent has been indecisive and/or non-committal in their answers.			
Infrequency A high score indicates that the respondent has provided unusual responses and may not have attended diligently to the questionnaire.			
	Low 1 2 3 4 5 6 7 8 9 10	Medium	High
Social Desirability A high score indicates that the respondent answered in a way which may present an unrealistically positive image of themselves.			
Faking Good A high score suggests that the respondent disagreed with a number of unfavourable items that routinely apply to most people.			
Faking Bad A high score suggests that the respondent agreed with a number of unfavourable items that are unlikely to apply to him/her.			