

17 Feb 2014

EXPERT

EXTENDED GROUP REPORT

FIFTEEN FACTOR QUESTIONNAIRE PLUS





REPORT STRUCTURE

The Extended Report presents the results in the following sections:

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DISCLAIMER

This is a strictly confidential assessment report 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 the respondents included in this report.

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.



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

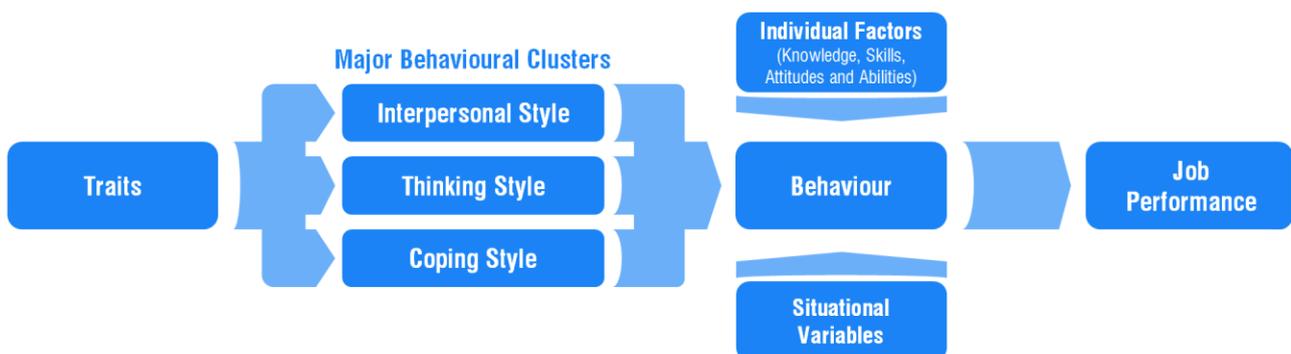
A Agreeableness

- Intellectually Modest
- Accommodating
- Trusting
- Conforming

N Anxiety

- Affected by Feelings
- Self-doubting
- Suspicious
- Tense-driven

Extensive research, conducted over many years, has consistently demonstrated that 10-30% of the variance in job performance is attributable to personality differences. Moreover, a person's potential for burnout, their trainability and subsequent job satisfaction, have all been shown to be strongly influenced by personality. Thus personality assessment forms a central part of most careers guidance and counselling programmes, with the aim of helping individuals maximise their potential by finding an optimal match between their personality and their choice of career. The model below illustrates the relationship between behavioural preferences and job performance:



THE EXTENDED GROUP REPORT

The Extended Group Report provides a summary of the results of a group of respondents. IT presents average scores and standard deviations on all the scales of the 15FQ+ as well as providing the frequency distribution for the derived scales.

REFERENCE GROUP (NORM) USED

The following norm was used to generate this report:

Test	Norm Used	Sample Size
Fifteen Factor Questionnaire Plus (15FQ+)	Professional Managerial	1186



GROUP DETAILS

This report includes the results of the following respondents:

No.	Name
1	Respondent 1
2	Respondent 2
3	Respondent 3
4	Respondent 4
5	Respondent 5
6	Respondent 6
7	Respondent 7
8	Respondent 8
9	Respondent 9
10	Respondent 10
11	Respondent 11
12	Respondent 12
13	Respondent 13
14	Respondent 14
15	Respondent 15
16	Respondent 16
17	Respondent 17
18	Respondent 18
19	Respondent 19
20	Respondent 20
21	Respondent 21
22	Respondent 22



15FQ+ SCALES

MAIN SCALES

Scale	Avg.	Left Description	1 2 3 4 5 6 7 8 9 10	Right Description	SD
fA	5.7	Distant Aloof Reserved, Distant, Detached, Impersonal.		Empathic Affable, Personable, Warm-hearted.	1.1
β	6.5	Low Intellectance Lacking confidence in own intellectual abilities.		High Intellectance Confident of own intellectual abilities.	1.85
fC	7	Affected by Feelings Emotional, Changeable, Labile, Moody.		Emotionally Stable Mature, Calm, Phlegmatic.	1.49
fE	5.9	Accommodating Passive, Mild, Humble, Deferential.		Dominant Assertive, Competitive, Aggressive, Forceful.	1.01
fF	5.2	Sober Serious Restrained, Taciturn, Cautious.		Enthusiastic Lively, Cheerful, Happy-go-Lucky, Carefree.	1.37
fG	7.3	Expedient Spontaneous, Disregarding of rules & obligations.		Conscientious Persevering, Dutiful, Detail conscious.	1.43
fH	7.1	Retiring Timid, Self-conscious, Hesitant in social settings.		Socially-bold Venturesome, Talkative, Socially confident.	1.44
fI	5.9	Hard-headed Utilitarian, Unsentimental, Lacks aesthetic sensitivity.		Tender-minded Sensitive, Aesthetically aware, Sentimental.	1.62
fL	5.5	Trusting Accepting, Unsuspecting, Credulous, Tolerant.		Suspicious Sceptical, Cynical, Doubting, Critical.	2.41
fM	4.6	Concrete Solution-focused, Realistic, Practical, Down-to-earth.		Abstract Imaginative, Absent-minded, Impractical.	1.26
fN	7.5	Direct Genuine, Artless, Open, Forthright, Straightforward.		Restrained Diplomatic, Socially astute, Socially aware, Discreet.	1.75
fO	4.1	Confident Secure, Self-assured, Unworried, Guilt-free.		Self-doubting Worrying, Insecure, Apprehensive.	1
fQ1	3.7	Conventional Traditional, Conservative, Conforming.		Radical Experimenting, Open to change, Unconventional.	1.45
fQ2	4.6	Group-oriented Sociable, Group dependent, a "Joiner".		Self-sufficient Solitary, Self-reliant, Individualistic.	2.31
fQ3	7	Informal Undisciplined, Uncontrolled, Lax, Follows own urges.		Self-disciplined Compulsive, Fastidious, Exacting willpower.	1.77
fQ4	4.3	Composed Relaxed, Placid, Patient.		Tense-driven Impatient, Low frustration tolerance, Irritable.	1.72



BIG FIVE SCALES

Scale	Avg.	Left Description	1 2 3 4 5 6 7 8 9 10	Right Description	SD
E	6.1	Introversion Tends to feel uncomfortable in social situations.		Extraversion Strong predisposition to social interaction.	1.31
N	4	Low aNxiety Calm, composed and satisfied with life and ability to cope.		High aNxiety Problems in coping with day to day situations. Concerned about the future.	1.37
O	4.8	Pragmaticism Realistic, practical and conservative in attitudes.		Openness Enjoy innovation, interested in artistic expression.	1.47
A	5.5	Independence Alert, quick to respond to situations, challenging, self-assured.		Agreeableness People orientated, empathic, accommodating.	1.7
C	7.7	Low Self-Control Free from constraints of social rules.		High Self-Control Conscious of group standards of behaviour.	1.6

CRITERION DERIVED SCALES

Scale	Left Description	Avg.	1 2 3 4 5 6 7 8 9 10	SD
EIQ	Emotional Intelligence	7.2		1.13
WA	Positive Work Attitude	7.8		1.43



RESPONSE STYLE INDICATORS

Distortion Scale Scores

Scale	Left Description	Avg.	1	2	3	4	5	6	7	8	9	10	SD
SD	Social Desirability	8								8			1.45
FGD	Fake Good	6.9							6.9				1.38
FBD	Fake Bad	2.3		2.3									1.39

Risk Scale Scores

Scale	Left Description	Avg.	1	2	3	4	5	6	7	8	9	10	SD
CT	Central Tendency	5.5					5.5						2.77
INF	Infrequency	1.4		1.4									0.57



TEAM ROLES

SUMMARY FREQUENCY DISTRIBUTION TABLE

Team Roles Frequency Distribution			STEN Scores									
Roles	Primary	Secondary	1	2	3	4	5	6	7	8	9	10
Co-ordinator	1 (4.55%)	5 (27.78%)	0	0	0	1	4	3	7	5	2	0
Shaper-Driver	2 (9.09%)	0 (0%)	2	3	5	4	3	3	1	1	0	0
Innovator	1 (4.55%)	1 (5.56%)	1	2	4	7	2	3	3	0	0	0
Evaluator-Critic	3 (13.64%)	0 (0%)	0	0	0	2	4	9	5	2	0	0
Implementer	10 (45.45%)	3 (16.67%)	0	0	0	1	4	3	6	3	2	3
Team Builder	0 (0%)	4 (22.22%)	0	1	3	3	6	3	5	1	0	0
Resource Investigator	4 (18.18%)	3 (16.67%)	0	0	0	4	4	3	4	7	0	0
Inspector-Completer	1 (4.55%)	2 (11.11%)	0	0	0	0	7	5	7	3	0	0

Co-ordinator



Best suited to co-ordinating the way in which a group moves forward towards objectives by making the best use of resources; recognising where people's strengths and weaknesses lie and ensuring that the best use is made of each person's potential.

Shaper-Driver



Best suited to shaping the way in which team effort is applied, directing attention generally to the setting of objectives and priorities and seeking to impose some shape or pattern on group discussion and on the outcome of group activities.

Innovator



Best suited for advancing new ideas and strategies with special attention to major issues and looking for possible breaks in approach to the problems with which the group is confronted.

Evaluator-Critic



Best suited to analysing problems and evaluating ideas and suggestions thus enabling the team to take balanced decisions.

Implementer



Best suited to turning concepts and plans into practical working procedures; carrying out agreed plans systematically and efficiently.

Team Builder



Best suited to helping individual members achieve and maintain team effectiveness, improving communications, between members and fostering team spirit generally.

Resource Investigator



Best suited to exploring and reporting on ideas, resources and developments outside the group; creating external contacts that may be useful to the team and conducting any subsequent negotiations.

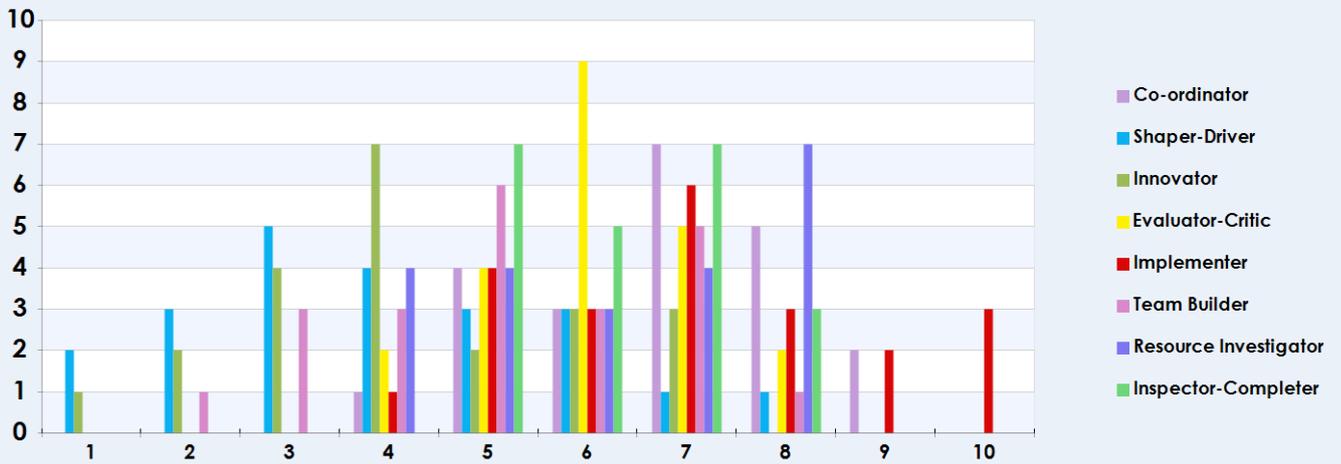
Inspector-Completer



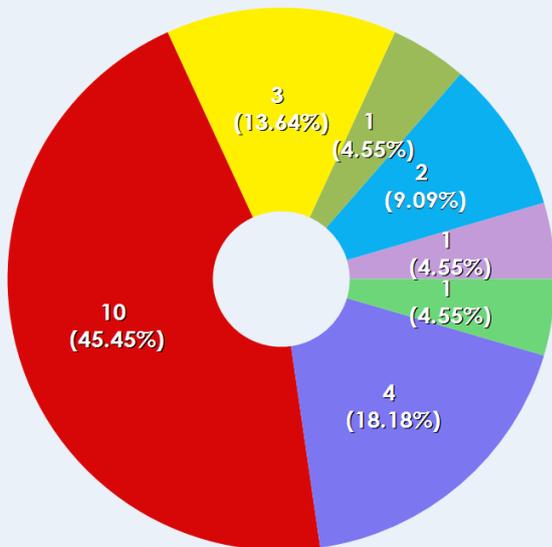
Best suited to ensuring that the team is protected as far as possible from mistakes of both commission and omission; actively seeking out aspects of work which need a more than usual degree of attention to detail; and maintaining a sense of urgency within the team.



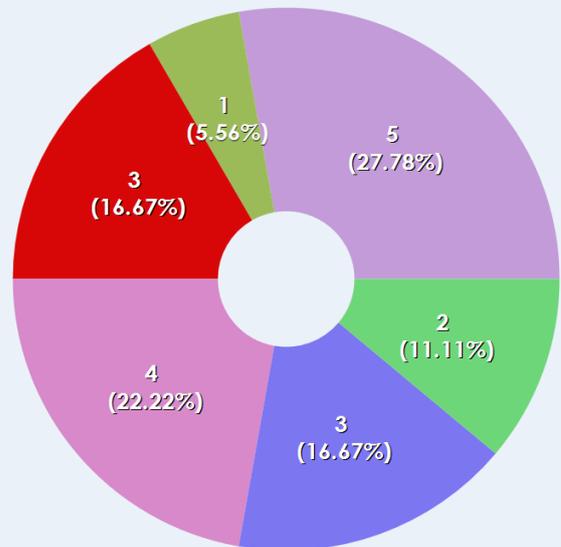
SUMMARY FREQUENCY DISTRIBUTION CHART



Primary Role Breakdown



Secondary Role Breakdown





LEADERSHIP STYLES

SUMMARY FREQUENCY DISTRIBUTION TABLE

Leadership Styles Frequency Distribution			STEN Scores										
Style	Primary	Secondary	1	2	3	4	5	6	7	8	9	10	
Directive	6 (27.27%)	5 (29.41%)	0	0	0	0	5	6	7	2	2	0	
Delegative	4 (18.18%)	0 (0%)	0	2	3	4	3	5	3	2	0	0	
Participative	3 (13.64%)	3 (17.65%)	0	1	3	4	5	3	6	0	0	0	
Consultative	1 (4.55%)	6 (35.29%)	0	0	2	1	7	4	5	2	1	0	
Negotiative	8 (36.36%)	3 (17.65%)	0	1	2	2	3	4	2	3	4	1	

Directive Leader

Directive Leaders are characterised by having firm views about how and when things should be done. As such they leave little leeway for subordinates to display independence, believing that they should adhere to the methods and schedules as originally laid down. Having a high goal-orientation and being particularly concerned with results the Directive Leader will tend to closely monitor the behaviour and performance of others. This may lead them to be perceived as a little cool and detached. This impression may be reinforced by the fact that they will be led by their own opinions rather than inviting others to contribute their ideas. Being a particularly self-directed leader may lead to the ideas of others to be excluded from consideration at the expense of their own. However, this will only prove to be problematic should their own judgement and abilities be called into question.

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.

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.

Consultative Leader

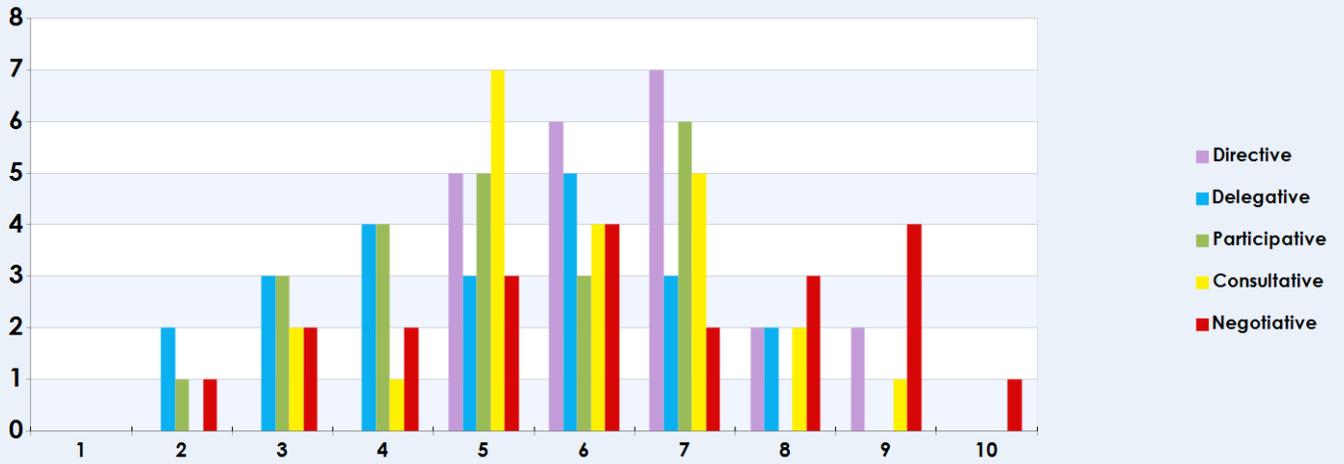
The Consultative Leadership Style combines elements of both democratic and directive leadership orientations. They value group discussion and tend to encourage contributions from the separate members of the team. However, although group discussions will be largely democratic in nature, Consultative Leaders 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.

Negotiative Leader

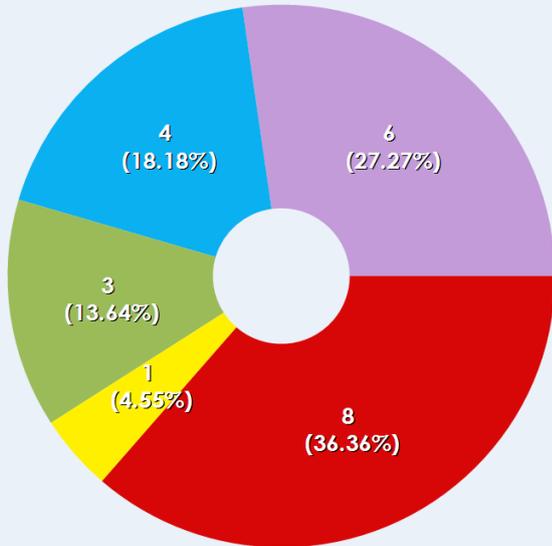
Negotiative Leaders motivate subordinates by encouraging them, through incentives etc., to work towards common objectives. Hence, through a process of negotiation attempts will be made to arrive at some mutually equitable arrangement with the other members of the team so as to motivate them to work in 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.



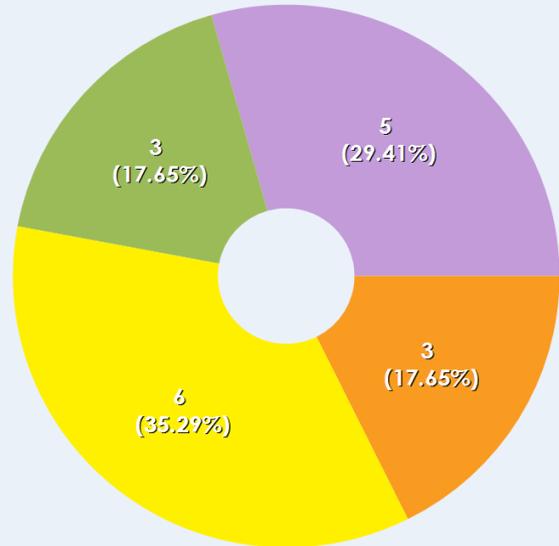
SUMMARY FREQUENCY DISTRIBUTION CHART



Primary Style Breakdown



Secondary Style Breakdown





SUBORDINATE STYLES

SUMMARY FREQUENCY DISTRIBUTION TABLE

Subordinate Styles Frequency Distribution			STEN Scores									
Style	Primary	Secondary	1	2	3	4	5	6	7	8	9	10
Receptive	6 (27.27%)	4 (26.67%)	0	0	0	2	3	4	8	2	0	1
Self-Reliant	3 (13.64%)	2 (13.33%)	0	0	3	7	5	2	4	1	0	0
Collaborative	1 (4.55%)	1 (6.67%)	1	1	7	2	6	3	2	0	0	0
Informative	3 (13.64%)	3 (20%)	0	2	1	4	8	2	3	1	1	0
Reciprocating	9 (40.91%)	5 (33.33%)	0	0	1	1	3	4	7	2	4	0

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, their colleagues will see a more traditional and conventional side to their nature. Quite possibly this means that they will leave the generation of innovative ideas to other members of their team. As a result, Receptive Subordinates will take the stance that their role is to execute the ideas of others to the best of their ability.

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.

Collaborative Subordinate

Collaborative Subordinates believe that the problem-solving power of the team is more than that of the individual members included within that team: their primary concern is that the team as a whole achieves its objective. Collaborative subordinates relish group discussions and will typically propose innovative ideas of their own, as well as being more than happy to discuss the ideas of others. As strong believers in constructive criticism, they show little reluctance when it comes to pointing out weaknesses in other peoples' ideas; similarly they are usually happy to accept the criticisms of others. Collaborative Subordinates are at their most effective when working under managers who share their views about group participation - i.e., those who encourage collaboration rather than those with a more directive style.

Informative Subordinate

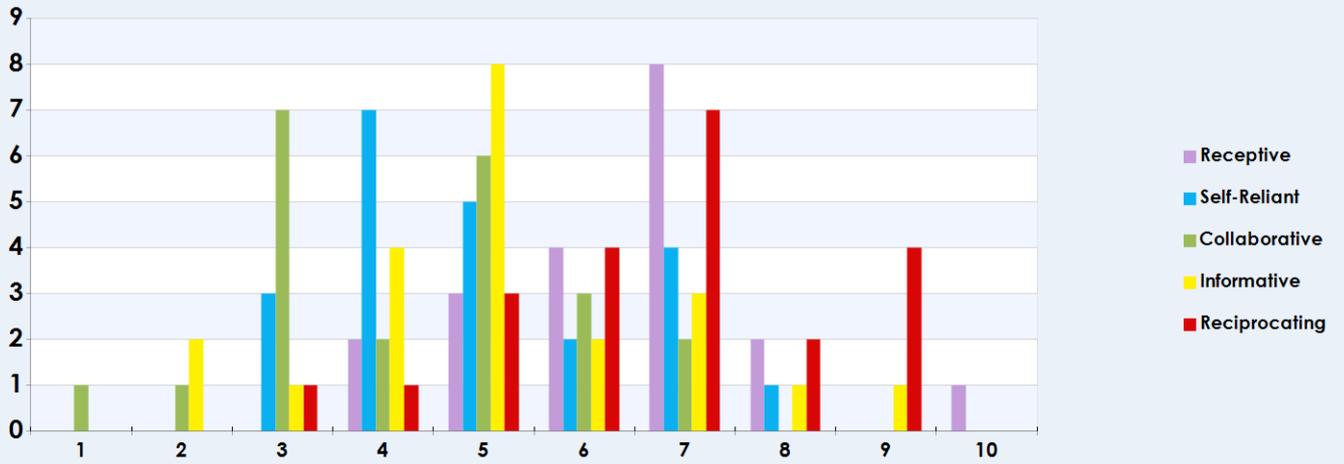
Managers generally approach Informative Subordinates in the knowledge that their ideas and opinions will be sound and informed. Informed Subordinates typically produce creative ideas and innovative solutions. Their capacity to subject their own ideas and those of others to a detailed critical analysis usually means that their proposed solutions rarely have any major flaws. Consultative Leaders will value such individuals within their team, viewing them as a useful and reliable source of information.

Reciprocating Subordinate

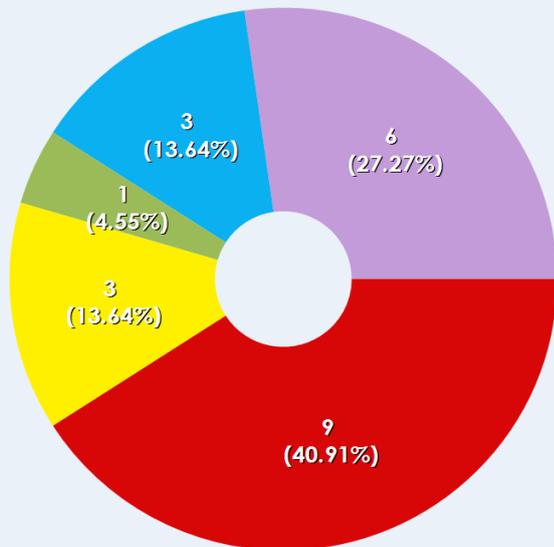
Reciprocating Subordinates tend to be individuals with an emotionally mature outlook, who rarely become upset by criticism or setbacks. As such they generally feel comfortable about promoting their own ideas or engaging in negotiations with managers concerning the best approach to projects. Hence, they 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.



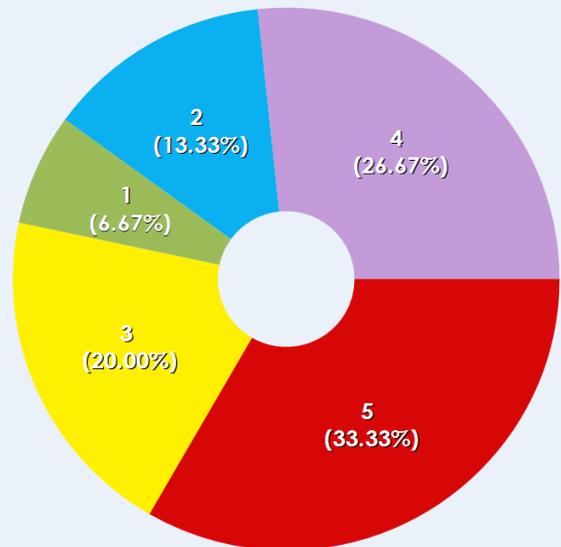
SUMMARY FREQUENCY DISTRIBUTION CHART



Primary Style Breakdown



Secondary Style Breakdown





INFLUENCING STYLES

SUMMARY FREQUENCY DISTRIBUTION TABLE

Influencing Styles Frequency Distribution			STEN Scores									
Style	Primary	Secondary	1	2	3	4	5	6	7	8	9	10
Confident Communicator	6 (27.27%)	5 (22.73%)	0	0	0	0	2	3	6	3	2	6
Rapport Creator	1 (4.55%)	3 (13.64%)	0	0	0	1	6	5	5	1	3	1
Culture Fitter	5 (22.73%)	4 (18.18%)	0	0	0	1	2	5	1	7	4	2
Culture Breaker	0 (0%)	0 (0%)	0	3	3	3	7	4	2	0	0	0
Enthusiast	1 (4.55%)	3 (13.64%)	0	0	1	1	3	6	7	1	3	0
Perseverer	4 (18.18%)	2 (9.09%)	0	0	0	0	2	5	5	1	9	0
Business Winner	0 (0%)	0 (0%)	0	0	1	3	10	3	4	1	0	0
Technical Advisor	0 (0%)	1 (4.55%)	0	0	2	3	5	6	3	3	0	0
Admin Supporter	4 (18.18%)	4 (18.18%)	0	0	0	0	1	8	4	3	5	1
Team Manager	1 (4.55%)	0 (0%)	0	0	0	0	4	5	5	8	0	0

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.

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.

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.

Culture Breaker

In contrast to many other approaches the Culture Breaker will generally take a radical stance, presenting ideas which are likely to be different from the culture of the client's organisation. Through presenting such radical ideas they will tend to create an image of knowledgeable integrity. The recipient is then likely to feel that they are receiving information based on a reasoned assessment of their needs. Obviously, the success of this approach is dependent upon the confidence and technical competence of the Culture Breaker.

Enthusiast

The Enthusiast's success is strongly linked to their ability to convey enthusiasm for the idea, service or product they are promoting.



They can be fairly competitive individuals and they have a strong desire to succeed. Their energetic and keen approach can have a contagious effect on their audience, thus influencing the likelihood of a positive response to the idea, service or product they are promoting.

Perseverer



The Perseverer is often a resilient and determined individual who creates opportunities to influence or sell through making contacts and following up leads with determination and persistence. It is unusual for the Perseverer to take rejections personally or to see them as an obstacle. They believe that by continually expanding the number of contacts they make and following up on opportunities methodically, they will ultimately be rewarded with success.

Business Winner



The Business Winner typically attracts new opportunities from previously unknown sources. This will often be achieved through a combination of persistence and the preparedness to try novel and unconventional approaches to influencing or selling. With a tendency to be highly competitive they usually work hard for their successes but their tendency to be unconventional may cause discomfort amongst their colleagues. The Business Winner will usually be a particular asset in those times when existing areas have become saturated or when there is a particular requirement to expand into new markets.

Technical Advisor



The Technical Advisor usually has talents or expertise in one or more specific area. As such, they can often be found working with ideas, goods and services that are "hi tech" in nature. The Technical Advisor derives significant satisfaction by using their knowledge of their area to help clients define their needs. More often than not, this enables the Technical Advisor to identify a sound solution that is appropriate for the needs of their client. Temperamentally, Technical Advisors have the ability to gain the trust of their audience who will tend to feel assured that they on the receiving end of solid and impartial advice.

Admin Supporter



Preferring to work behind the scenes, the Admin Supporter provides valuable support to the rest of the team through their co-ordination, organisational and administrative skills. Consequently the Admin Supporter will not mind working behind the scenes without looking for praise. On occasion, the Admin Supporter may assume a more direct influencing role, especially in instances where detail and precision is important.

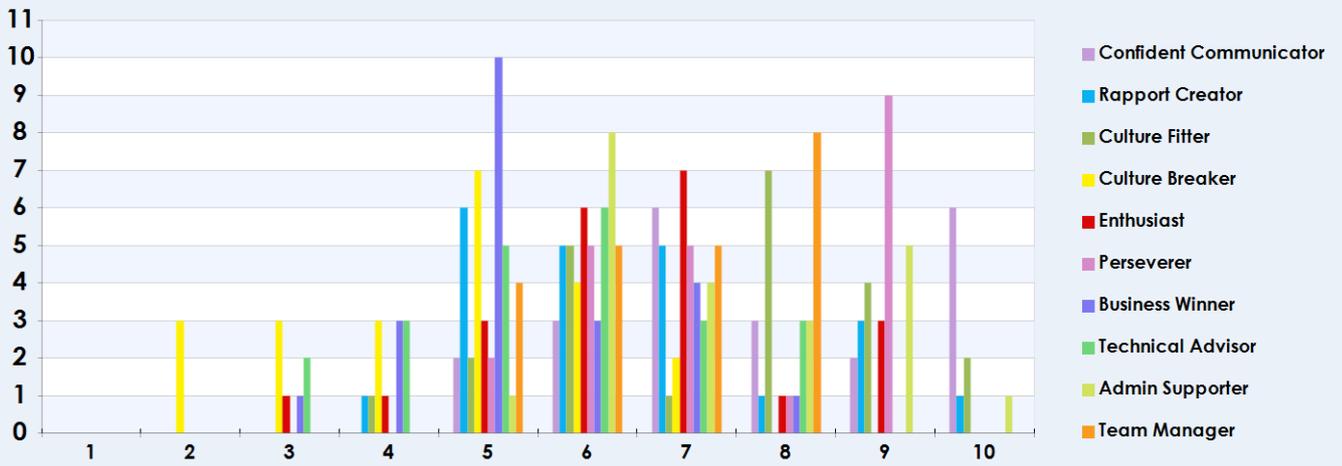
Team Manager



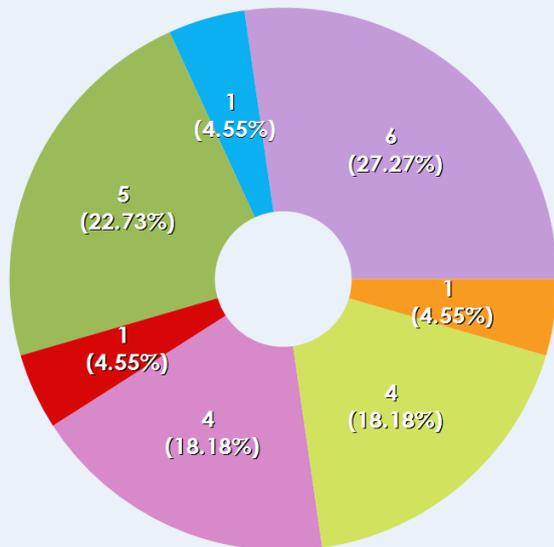
The Team Manager's main objective is to motivate the individual members of the team. Typically they will have a good track record when it comes to selling or influencing and they draw upon their experience in order to optimise the performance of the team. This will typically be achieved through the effective delegation of activities to other members of the team, and by using appropriate rewards to maintain the morale and enthusiasm of each of the individual team members.



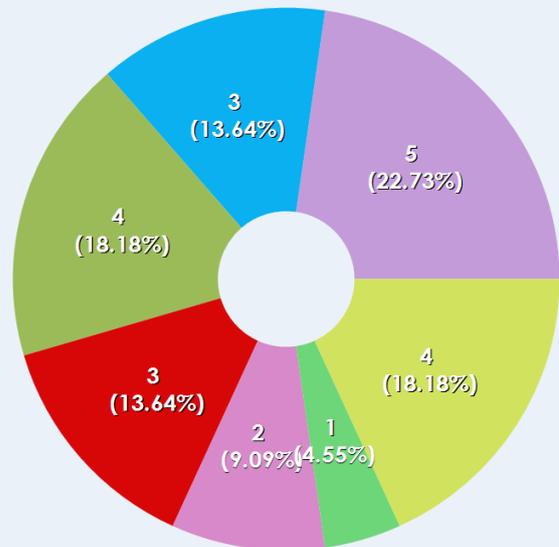
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Primary Style Breakdown



Secondary Style Breakdown





CAREER THEMES

SUMMARY FREQUENCY DISTRIBUTION TABLE

Career Themes Frequency Distribution			STEN Scores									
Themes	Primary	Secondary	1	2	3	4	5	6	7	8	9	10
Realistic ■	4 (18.18%)	3 (16.67%)	0	0	0	1	4	3	7	5	2	0
Investigative ■	0 (0%)	2 (11.11%)	2	3	5	4	3	3	1	1	0	0
Artistic ■	1 (4.55%)	0 (0%)	1	2	4	7	2	3	3	0	0	0
Social ■	6 (27.27%)	4 (22.22%)	0	0	0	2	4	9	5	2	0	0
Enterprising ■	5 (22.73%)	5 (27.78%)	0	0	0	1	4	3	6	3	2	3
Conventional ■	6 (27.27%)	4 (22.22%)	0	1	3	3	6	3	5	1	0	0

Realistic ■

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 ■

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 ■

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 ■

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 ■

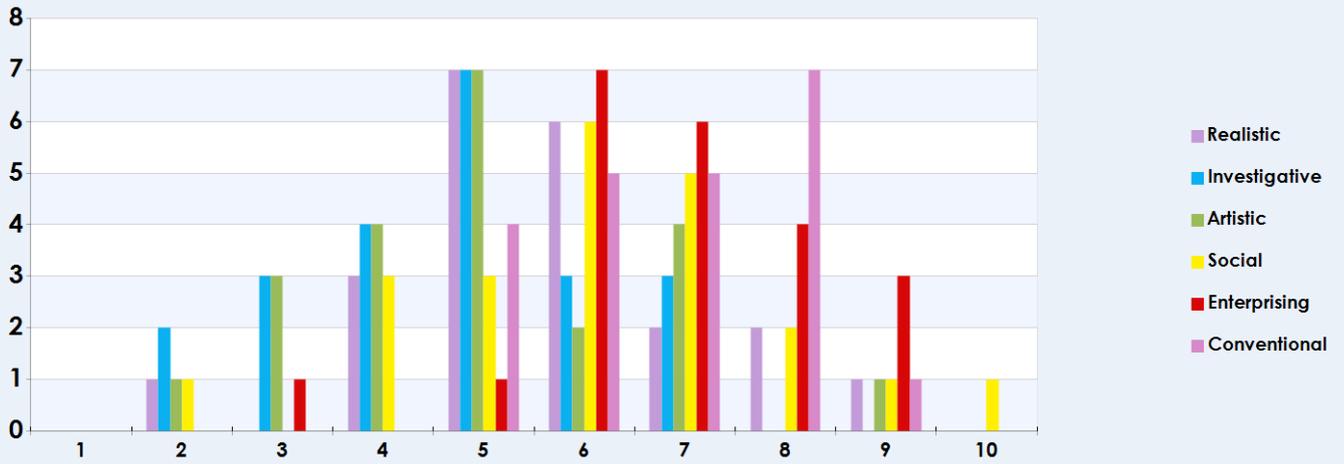
Activities involving the attainment of objectives through people. High scorers generally express an interest in managing or leading others or taking charge of situations. As such they are attracted to business related situations where they are able to exercise leadership skills.

Conventional ■

Activities involving organising, administration and well established work practices. High scorers enjoy developing and maintaining systems, operating business machines, doing paperwork, bookkeeping and accountancy.



SUMMARY FREQUENCY DISTRIBUTION CHART



Primary Theme Breakdown

Secondary Theme Breakdown

