

Samantha Sample
27 Mar 2013

EXPERT

DERAILERS REPORT

FIFTEEN FACTOR QUESTIONNAIRE PLUS





REPORT STRUCTURE

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- Confrontational – Challenging
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DISCLAIMER

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

The Derailer 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

Risk is an inevitable by-product of almost any activity. This holds true to the risk factors associated with hiring decisions, which are no more so evident than when hiring managers or leaders. While it is often not possible for organizations to eliminate their exposure to such risks entirely, organisations can work to understand the risks and manage their exposure more effectively by investigating individuals' tendencies towards counterproductive behaviour. Personality Derailers help identify such challenging behaviours.

The Derailers Report describes respondents' Fifteen Factor Questionnaire Plus (15FQ+) assessment results in terms of a series of dysfunctional behaviours that can present challenges for organisations in a variety of work settings. The dysfunctional behaviours assessed in this report have been developed from the American Psychiatric Association and the World Health Organisation's systems for classifying personality disorders and from the seminal work of Theodore Millon on dysfunctional personality types. Despite the origin of these behaviours it should be noted, however, that the report does not assess clinical problems, but rather personality types that can be problematic in work settings.

1	Eccentric – Absent-minded	7	Rigid – Perfectionistic
2	Appeasing – Acquiescent	8	Confrontational – Challenging
3	Suspicious – Mistrustful	9	Manipulative – Machiavellian
4	Volatile – Explosive	10	Avoidant – Passive
5	Undisciplined – Nonconformist	11	Arrogant – Self-centred
6	Detached – Disengaged	12	Moody – Sullen

While extreme personality profiles present significant challenges in most organisational and work contexts, they can also be characteristic of high achievers. (This reflects the fact that high achievers often have quite rare and extreme personality profiles.) Whether such profiles result in functional or dysfunctional behaviour is, in turn, dependent upon the demands of the specific job role, and on the nature of the organizational culture. For example, while someone who has a high score on the 'Confrontational-Challenging' behavioural category is likely to create discord, disharmony and destabilise most organizations, such behavioural categories are often found among effective change agents and innovators. Similarly, while someone who has a high score on the 'Manipulative-Machiavellian' behavioural category may be prone to destabilise most organizations by acting in a manipulative and self-serving manner, such behavioural categories are often associated with effective 'political' operators and negotiators.

Therefore, when basing selection and assessment decisions on this report, it is important to consider the specific demands of the job, and nature of the organisation/team Samantha Sample is/will be working with, as this will influence whether the behaviour will be functional or dysfunctional in that particular work context.

The behavioural categories assessed by this report are not pure personality types, but rather are collections of traits which, in combination, can have a negative impact upon a person's performance and culture fit within a given organisation. The dysfunctional behavioural categories consist of extreme scores on combinations of traits that occur quite rarely in the general population. Hence it is not uncommon for an individual to obtain no elevated scores on any of these dysfunctional behaviours. In such circumstances the Personality Derailer Report will provide only limited information about that person's most likely performance, and typical behaviour,



at work. In such situations assessors should refer to the other 15FQ+ reports (i.e. the Extended, Emotional Intelligence or Competencies Reports, etc.) to facilitate their selection and assessment decisions.

The report describes those dysfunctional behaviours that Samantha's 15FQ+ profile suggests she may be prone to display at work. These should be treated as hypotheses to be explored in greater detail through further assessment. Moreover, when basing selection and assessment decisions on this report it is important to be mindful that how likely it is Samantha will display any of the behaviours that have been identified in this report, will be moderated by a number of factors. These included her ability level, and job specific skills and knowledge, as well as situational factors, such as the organisation's culture and climate. The report should therefore be interpreted with reference to the results of other relevant assessments. For example:

- Whether or not Samantha Sample has displayed any dysfunctional work behaviours in the past, can be assessed through a critical review of her work history, achievements and qualifications to date.
- Her propensity to display dysfunctional work behaviours can also be assessed through structured interviews, situational judgement tests, role-plays and assessment centre exercises.
- Her aptitudes and abilities can be assessed through the use of well-validated, work relevant psychometric tests.
- Samantha Sample's job specific skills and knowledge can be assessed through work sample tests, behavioural observation, role-plays and assessment centre exercises.

Please Note:

- The dysfunctional behaviour scores are calculated from Samantha Sample's responses on the 15FQ+ personality questionnaire. If this report is to be used to compare different individuals, it is essential that all the reports have been produced using the same norms.
- The report describes Samantha Sample's most typical behaviour. Whether or not she will display any identified dysfunctional behaviour in a particular work setting will be influenced by the factors outlined above.



DIMENSIONS

Definitions of the 12 dysfunctional behaviours are presented below.

DYSFUNCTIONAL WORKPLACE BEHAVIOURS

Eccentric – Absent-minded: Individuals with high score on this dysfunctional behavioural category have little concern for practical matters. They may also be inattentive to practical everyday matters, to be forgetful and to drift off onto flights of fantasy.

Appeasing – Acquiescent: Individuals with high score on this dysfunctional behavioural category lack assertion and tend to worry about what others think of them. As a result they are prone to say things that they believe will please others and place others' personal needs over their own.

Suspicious – Mistrustful: Individuals with high score on this dysfunctional behavioural category are suspicious and prone to doubt others' motives. Tending to take a cynical view of human nature, they are likely to believe people are out to further their own ends. As a result, they would be expected to have little tolerance for others and are likely to show their irritation and frustration with them.

Volatile – Explosive: Individuals with high score on this dysfunctional behavioural category are tense-driven and lacking in composure. In addition to this, they may have difficulty controlling their emotions. As a result, they are likely to vent their frustrations without giving consideration to the impact their outbursts will have on others.

Undisciplined – Nonconformist: Individuals with high score on this dysfunctional behavioural category are spontaneous and flexible in their attitude and approach towards work, and are unlikely to feel bound by organisational rules, regulations and procedures. They are likely to be inattentive to detail and to be prone to make careless errors and mistakes. They may also be prone to rejecting tried and tested methods out of hand, and to break with the past, simply for the sake of rejecting custom and practice.

Detached – Disengaged: Individuals with high score on this dysfunctional behavioural category have little interest in other people and are likely to be viewed as being cut-off, distant and reclusive. As a result, they are likely to dislike teamwork, preferring to work on their own, away from what they may see as the distractions of other people.

Rigid – Perfectionistic: Individuals with high score on this dysfunctional behavioural category are very perfectionistic and may be obsessive. Consequently, they are likely to be prone to become so focused on details as to lose sight of the bigger picture. As a result, they may be inflexible and rigid in their approach to problems.

Confrontational – Challenging: Individuals with high score on this dysfunctional behavioural category are direct and may be pointed in their dealings with others. They are unlikely to be diplomatic and tactful, and would not be expected to hold back from saying what is on their mind, even if this might upset others. In addition to this they are likely to appear forceful and pushy, and be prone to be confrontational if challenged.

Manipulative – Machiavellian: Individuals with high score on this dysfunctional behavioural category are cynical about human nature. As a result, they will be reluctant to deal with others in an open and upfront manner. Being disposed to approach working relationships in a political way, they might be expected to be inclined to respond to events in what they consider to be a 'politically expedient' manner. As a result, they might say things which they believe others want to hear.

Avoidant – Passive: Individuals with high score on this dysfunctional behavioural category lack confidence and are prone to feel anxious in social settings. Consequently, they would be expected to be reluctant to express their views and opinions. Prone to self-doubt, they may avoid taking on tasks for fear of making errors or mistakes.

Arrogant – Self-centred: Individuals with high score on this dysfunctional behavioural category are confident in social settings, and tend to present themselves as being very sure of their own views and opinions. As a result, others may consider them to be arrogant or even opinionated. They are also likely to have little interest in other people and would not be expected to be sensitive to others' needs.

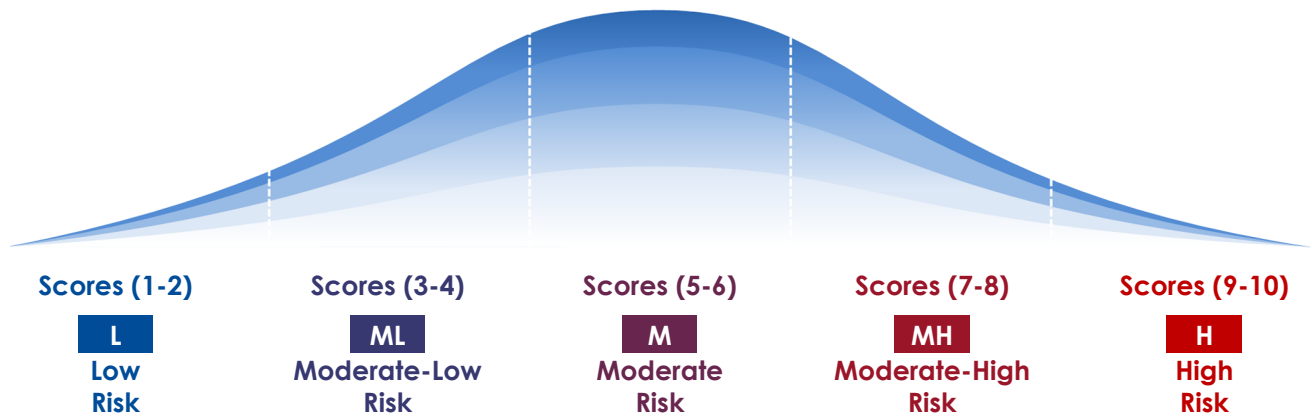
Moody – Sullen: Individuals with high score on this dysfunctional behavioural category are prone to mood swings. Consequently their colleagues may find them to be changeable and unpredictable in how they react to events and situations. Having lower levels of energy and drive than most people, they are likely to have difficulty dealing with setbacks and failures, and may be inclined to give up when faced with adversity.



RESULTS SCALE

A reference group is used to evaluate Samantha Sample's results and determine her tendency to exhibit dysfunctional 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" risk 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+)	Professional Managerial	1186

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 suggest that Samantha Sample could have been rather concerned to present herself in a socially acceptable manner. That is, she may have intentionally (or otherwise) selected answers that project a highly positive image that she considered to be advantageous to the outcome 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 and considered strategy or alternatively a reflection her true personality, where her true personality is more a function of genuine altruism, a strongly internalised moral or behavioural code than a deliberate intention to present herself unusually positively.



DERAILERS PROFILE

The dysfunctional behaviour scores are weighted composites of the traits that contribute to each behaviour. The score any given individual obtains on these scales depends not only upon that person's pattern of strengths and weakness across the behavioural categories, but also on the importance of each trait in contributing to the particular behavioural category.

Score which pose 'High' or 'Moderate-High' risks should be investigated further. Descriptions of the behaviours which may impact Samantha Sample's work are provided in the following sections.

DERAILERS PROFILE CHART

Dysfunctional Behaviour	Score	Level	1	2	3	4	5	6	7	8	9	10
Eccentric – Absent-minded	4	ML				●						
Appeasing – Acquiescent	1	L	●									
Suspicious – Mistrustful	5	M					●					
Volatile – Explosive	3	ML			●							
Undisciplined – Nonconformist	6	M						●				
Detached – Disengaged	3	ML			●							
Rigid – Perfectionistic	3	ML			●							
Confrontational – Challenging	6	M						●				
Manipulative – Machiavellian	6	M						●				
Avoidant – Passive	2	L		●								
Arrogant – Self-centred	10	H										●
Moody – Sullen	2	L		●								



ECCENTRIC – ABSENT-MINDED

ECCENTRIC – ABSENT-MINDED PROFILE CHART

Dysfunctional Behaviour	Score	Level	1	2	3	4	5	6	7	8	9	10
Eccentric – Absent-minded	4	ML										

Description

The scale score Samantha obtained on the 'Eccentric – Absent-minded' dysfunctional behaviour category falls within the below average range (i.e. is 4 or less). This suggests it is relatively unlikely she will display challenging behaviours within this category. Assessors are therefore referred to Samantha's 15FQ+ profile should they require any further detail regarding her likely interpersonal and thinking styles, and response to pressure and stress.



APPEASING – ACQUIESCENT

APPEASING – ACQUIESCENT PROFILE CHART

Dysfunctional Behaviour	Score	Level	1	2	3	4	5	6	7	8	9	10
Appeasing – Acquiescent	1	L										

Description

The scale score Samantha obtained on the 'Appeasing - Acquiescent' dysfunctional behaviour category falls within the very low range (i.e. is 4 or less). This suggests it is very unlikely she will display challenging behaviours within this category. Assessors are therefore referred to Samantha's 15FQ+ profile should they require any further detail regarding her likely interpersonal and thinking styles, and response to pressure and stress.



SUSPICIOUS – MISTRUSTFUL

SUSPICIOUS – MISTRUSTFUL PROFILE CHART

Dysfunctional Behaviour	Score	Level	1	2	3	4	5	6	7	8	9	10
Suspicious – Mistrustful	5	M										

Description

The scale score Samantha obtained on the 'Suspicious – Mistrustful' dysfunctional behaviour category falls within the average range. This suggests she is unlikely to display any significant challenging behaviours within this category. Any potential issues assessors may wish to consider are however noted in the Additional Considerations section below.



VOLATILE – EXPLOSIVE

VOLATILE – EXPLOSIVE PROFILE CHART

Dysfunctional Behaviour	Score	Level	1	2	3	4	5	6	7	8	9	10
Volatile – Explosive	3	ML			●							

Description

The scale score Samantha obtained on the 'Volatile – Explosive' dysfunctional behaviour category falls within the significantly below average range (i.e. is 4 or less). This suggests it is quite unlikely she will display challenging behaviours within this category. Assessors are therefore referred to Samantha's 15FQ+ profile should they require any further detail regarding her likely interpersonal and thinking styles, and response to pressure and stress.



UNDISCIPLINED – NONCONFORMIST

UNDISCIPLINED – NONCONFORMIST PROFILE CHART

Dysfunctional Behaviour	Score	Level	1	2	3	4	5	6	7	8	9	10
Undisciplined – Nonconformist	6	M						●				

Description

The scale score Samantha obtained on the 'Undisciplined – Nonconformist' dysfunctional behaviour category falls within the average range. This suggests she is unlikely to display any significant challenging behaviours within this category. Any potential issues assessors may wish to consider are however noted in the Additional Considerations section below.



DETACHED – DISENGAGED

DETACHED – DISENGAGED PROFILE CHART

Dysfunctional Behaviour	Score	Level	1	2	3	4	5	6	7	8	9	10
Detached – Disengaged	3	ML			●							

Description

The scale score Samantha obtained on the 'Detached – Disengaged' dysfunctional behaviour category falls within the significantly below average range (i.e. is 4 or less). This suggests it is quite unlikely she will display challenging behaviours within this category. Assessors are therefore referred to Samantha's 15FQ+ profile should they require any further detail regarding her likely interpersonal and thinking styles, and response to pressure and stress.



RIGID – PERFECTIONISTIC

RIGID – PERFECTIONISTIC PROFILE CHART

Dysfunctional Behaviour	Score	Level	1	2	3	4	5	6	7	8	9	10
Rigid – Perfectionistic	3	ML			●							

Description

The scale score Samantha obtained on the 'Rigid – Perfectionistic' dysfunctional behaviour category falls within the significantly below average range (i.e. is 4 or less). This suggests it is quite unlikely she will display challenging behaviours within this category. Assessors are therefore referred to Samantha's 15FQ+ profile should they require any further detail regarding her likely interpersonal and thinking styles, and response to pressure and stress.



CONFRONTATIONAL – CHALLENGING

CONFRONTATIONAL – CHALLENGING PROFILE CHART

Dysfunctional Behaviour	Score	Level	1	2	3	4	5	6	7	8	9	10
Confrontational – Challenging	6	M							●			

Description

The scale score Samantha obtained on the 'Confrontational – Challenging' dysfunctional behaviour category falls within the average range. This suggests she is unlikely to display any significant challenging behaviours within this category. Any potential issues assessors may wish to consider are however noted in the Additional Considerations section below.



MANIPULATIVE – MACHIAVELLIAN

MANIPULATIVE – MACHIAVELLIAN PROFILE CHART

Dysfunctional Behaviour	Score	Level	1	2	3	4	5	6	7	8	9	10
Manipulative – Machiavellian	6	M							●			

Description

The scale score Samantha obtained on the 'Manipulative – Machiavellian' dysfunctional behaviour category falls within the average range. This suggests she is unlikely to display any significant challenging behaviours within this category. Any potential issues assessors may wish to consider are however noted in the Additional Considerations section below.



AVOIDANT – PASSIVE

AVOIDANT – PASSIVE PROFILE CHART

Dysfunctional Behaviour	Score	Level	1	2	3	4	5	6	7	8	9	10
Avoidant – Passive	2	L		●								

Description

The scale score Samantha obtained on the 'Avoidant – Passive' dysfunctional behaviour category falls within the low range (i.e. is 4 or less). This suggests it is unlikely she will display any significant challenging behaviours within this category. Assessors are therefore referred to Samantha's 15FQ+ profile should they require any further detail regarding her likely interpersonal and thinking styles, and response to pressure and stress.



ARROGANT – SELF-CENTRED

ARROGANT – SELF-CENTRED PROFILE CHART

Dysfunctional Behaviour	Score	Level	1	2	3	4	5	6	7	8	9	10
Arrogant – Self-centred	10	H										

Description

Samantha's profile indicates she is confident in social settings, and tends to present herself as being quite sure of her own views and opinions. As a result, others may consider her to be somewhat arrogant or even slightly opinionated. As she is likely to rather enjoy being the centre of attention, she may be rather inclined to 'perform to the gallery' and show off what she perceives to be her significantly above average level of knowledge and skill. There is a risk that she may be quite prone to overestimate her own ability and consequently may see not much need to seek help and guidance from others, even when this is called for.

Her profile further suggests she has very little interest in other people and, as a result, she may be self-centred. As she is likely to have extremely low levels of interpersonal warmth, she would not be expected to be sensitive to other people's needs. Although her results suggest she is quite socially bold, and is likely to make an impact on others, when people get to know her they may consider her to be quite egotistical. Moreover, she might be expected to be very lacking in intuition.

She is likely to take centre stage in meetings and discussions and may be prone to dominate such settings. As her responses to the assessment indicate she is confident of her own academic abilities, she may be rather prone to disregard others' point of view, particularly if she considers them to be less able than she is. She might tend on occasion to talk over other people and not give them due consideration and regard. When taken in combination with her tendency to present herself in a self-assured manner, her social presence might be expected on occasion to antagonise others.



MOODY – SULLEN

ARROGANT – SELF-CENTRED PROFILE CHART

Dysfunctional Behaviour	Score	Level	1	2	3	4	5	6	7	8	9	10
Moody – Sullen	2	L		●								

Description

The scale score Samantha obtained on the 'Moody – Sullen' dysfunctional behaviour category falls within the low range (i.e. is 4 or less). This suggests it is unlikely she will display challenging behaviours within this category. Assessors are therefore referred to Samantha's 15FQ+ profile should they require any further detail regarding her likely interpersonal and thinking styles and response to pressure and stress.



ADDITIONAL CONSIDERATIONS

The following points can also be derived from Samantha Sample's profile:

- Samantha's profile suggests she has a relatively cynical view of human nature and is likely to believe people are out to further their own ends. As a result she would be expected to be somewhat mistrustful of others and be fairly reluctant to give people the benefit of the doubt.
- As Samantha's scores suggest she is quite unconventional in her attitudes and opinions, she would be expected not to be unduly inclined to accept conventional codes of conduct and social mores without question. Her results further suggest she is unlikely to be highly respectful of authority, and may be prone to disregard systems and procedures. Moreover, she is unlikely to be attentive to detail and may be prone to make careless mistakes.
- Samantha's responses to the assessment indicate she is confident in social setting and may be prone to dominate group discussions. As a result her less assertive colleagues may have difficulty expressing their points of view. She may be inclined to pass caustic, sarcastic comments if she disagrees with others and might possibly sometimes create discord when working as part of a team.
- Samantha's profile suggests she is fairly cynical about human nature and socially confident. As a result she would be expected to be quite convincing in her dealings with others, with her possibly being a little prone to use this skill for her own advantage.