

15FQ+ A Computer-aided assessment profile

Sample Sam
02/05/2002

Prepared for
Preferred Client

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This is a strictly confidential assessment report on Sample Sam 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 Sample Sam. This analysis should be considered in the context of other relevant information such as actual experience, vocational interests, skills and aptitudes.

Prepared by Psytech International.

PERSONALITY ASSESSMENT

VALIDITY SCALES

The 15FQ+ contains a number of measures that examine the way in which the respondent has approached the questionnaire. The response style indicators would suggest that Sample Sam was as happy as most people to present himself openly and candidly, without wishing to project an overly positive image of himself. Please note that response style indicators should be treated with some degree of caution and any suggestions made should always be corroborated during feedback.

INTERPERSONAL STYLE

Sample Sam's personality orientation is very extraverted. That is, he will need a good deal of contact with people and will adopt an openly expressive style in his communications. At times he may be inclined to talk excessively but should know when it is appropriate to restrain himself. He is likely to feel at ease in the company of strangers, and will tend to come forward in social gatherings. In situations that require initiating, developing and maintaining personal contacts he will be totally in his element. He projects a very good-natured, easy going personality, relating to others in a very warm, caring and sympathetic manner. He tends to be spontaneous, enthusiastic and quite optimistic in his approach to life. Fun loving, he will enjoy animated lively social events and activities. Spontaneity appeals to him. His enthusiasm will rub off on those around him. This might at times propel him into rash action. Very socially confident, Sample Sam will be bold, venturesome and within the bounds of his personal code of conduct may be remarkably uninhibited in social interactions. Seeking high levels of social stimulation and excitement, he is very inclined to be adventurous and will enjoy being the centre of attention. He will relate easily and comfortably with people and will be drawn to social situations for the recognition it provides and will have no trouble with "stage fright" In fact, he will generally relish the opportunity of being centre-stage and performing to the gallery. His ability to withstand external pressures without expending too much energy will enable him to face quite gruelling emotional situations. Generally he will be a conformist, avoiding the kind of behaviour that would make him appear out of place. Generally preferring to work within a team, Sample Sam enjoys group participation and social recognition. He will tend to feel most comfortable working in a group setting, where he can share his thoughts with , and bounce his creative ideas off, others.

Amenable and cooperative, he will be inclined to put the needs of others first - even if this means that at times people may try to take advantage of him. Not overbearing, he is unlikely to 'rock the boat'. Preferring to avoid unproductive confrontations, he is likely to adopt a participative, egalitarian style in social interactions. Friendly, supportive and obliging, people will warm to him. As adaptable and accommodating as the norm, Sample Sam's initial approach is to give people the benefit of the doubt. If he feels that his trust is being abused, his tolerance may rapidly turn to scepticism. In personal interactions he appears somewhat passive and accommodating. Sample Sam may dislike confrontation and be inclined to avoid it or smooth it over. He appears to be as sensitive as most people to the demands of social situations. He will generally resist saying things that could cause upset or offence.

THINKING STYLE

Sample Sam is a relatively tough-minded individual, who is inclined to adopt a no-nonsense approach to problems. Relatively realistic in his orientation to life, he has a preference for evidence, being inclined to reject more speculative, intuitive approaches. In general, he is not to allow sentiment to control his behaviour. Having a somewhat conventional perspective on life, he prefers established, well-proven solutions to problems. He may, as a result, be somewhat reticent about accepting new, innovative ideas, particularly if they are outside the realm of his own personal experience. Unsentimental and very hard-headed, his strong sense of pragmatism will manifest itself in a "no nonsense" approach to things with a focus on practical issues. Having highly developed personal qualities of toughness, he is likely to be hardy and very utilitarian. Taking a functional, no-frills approach he is likely to be dismissive of artistic and cultural activities. Not appreciating aesthetic or creative endeavours, his emotions are unlikely to be readily moved. Highly academic discussions, that have little real-world significance, are unlikely to be to his taste. He will be inclined to give his attention to practical matters and will be quite alert to external realities. Quite down to earth, he will tend to focus on the here and now. Alertness, caution and practical concern should contribute to a low frequency of accidents. Inclined to reject abstract ideas that have little practical relevance, he will have little time for highly conceptual, theoretically-minded individuals.

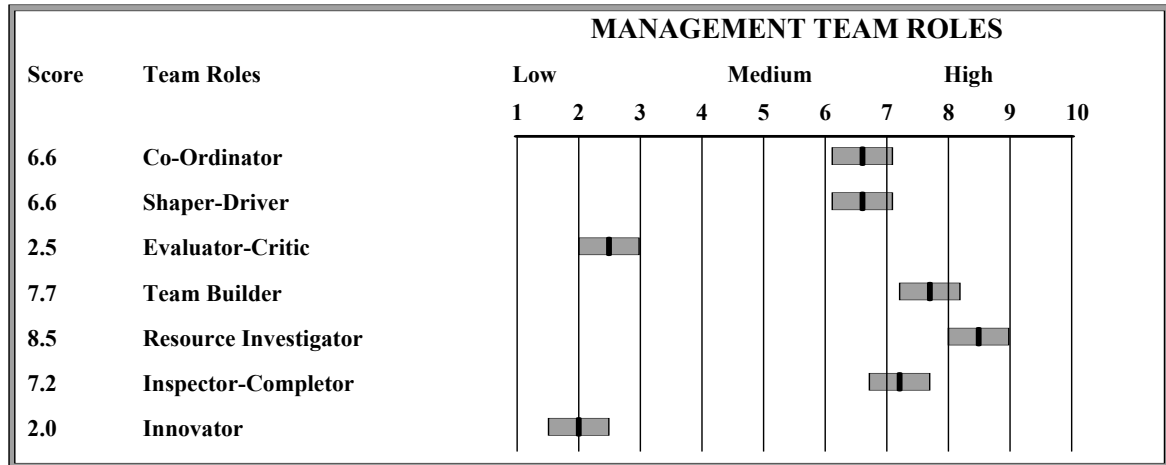
Having fairly high levels of self-control, Sample Sam's behaviour and attitudes are more a function of social norms and internalised expectations than a reflection of a personal belief system. Having concern for his reputation and being rather status conscious, will emphasise self-discipline and control. Although he is strongly drawn to social settings and needs a good deal of stimulation, this should guard him against taking impulsive action and in resisting the temptations of the moment. Persevering and conscientious in character, he will generally accept and reliably discharge responsibility. He has a thoroughness in his work that should predispose him to be a good finisher. He is likely to show respect for systems and procedures believing there is a right approach, both in work quality and behaviour. There is an element of meticulous inflexibility to his character, in part determined by his wholehearted acceptance of social and possibly parental values. He may be so controlled as to be regarded as rigid or moralistic.

COPING STYLE

Sample Sam is currently experiencing average levels of anxiety. Quite emotionally resilient and generally stable in mood, he should have little difficulty facing challenges in a calm, collected manner. Generally unruffled by events, he is likely to be viewed as being dependable in a crisis. He should have sufficient energy to cope with fairly demanding situations. He should generally be able to rapidly recharge his depleted energy resources after having faced demanding work schedules. Being as secure and self-assured as most, he will not normally be unduly burdened by feelings of low self-esteem or insecurity. However, he may sometimes leave a situation feeling he could have done better. His tendency to be relatively free of guilt feelings, coupled with his willingness to accept some personal responsibility for failure, would suggest that he is unlikely to rush into apportioning blame onto the situation when things go wrong. As relaxed and composed as most, Sample Sam is not usually troubled by feelings of irritability and tension. Like most people, however, he may become a little restless or tense when under pressure but this should not cause him undue problems as he is likely to be able to relax without too much difficulty. Whilst minor irritations should not generally upset him, if his goals are repeatedly frustrated he may become impatient or annoyed.

MANAGEMENT TEAM ROLES

The Team Roles describe how Sample Sam is likely to interact with his colleagues in a team situation. The specific ways in which he will express his preferred team style may, however, vary according to the situation. In addition, this behavioural style takes no account of his intellectual approach to problems and the quality of his decisions. The scores below indicate Sample Sam'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 Sample Sam's predominant and secondary team styles is provided.

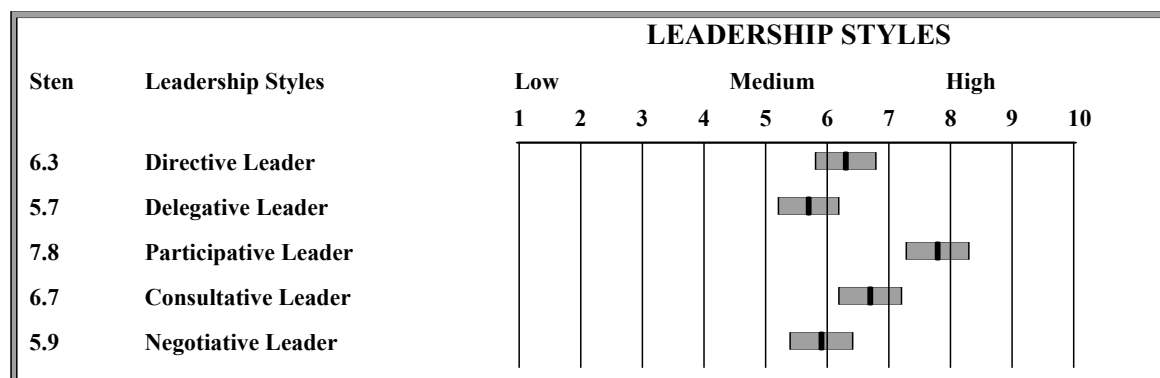


TEAM ROLE COMBINATION - IMPLEMENTER/RESOURCE INVESTIGATOR

Sample Sam possesses an unusual combination of attributes. He is likely to have the ability and inclination to explore outside contacts and bring in innovation to the group he works with, combined with the skills to turn these ideas into practical operating procedures and systematic plans of action. As such, he is likely to combine good communication skills and an interest in networking with self-discipline and a pragmatic, organised approach. Therefore, he is likely to persevere and overcome difficult obstacles that a less controlled person might stumble over. He is likely to follow up contacts made with outside colleagues and make things happen, and he is likely to promote a good image for his organisation with outside groups and companies. He will be at his most effective in roles that require him to source ideas outside his immediate group and develop these into practical goals.

LEADERSHIP STYLES

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Sample Sam is most likely to adopt. This may be of relevance to in a variety of situations where there is a requirement to manage others. As with most personality characteristics, the profile only describes Sample Sam's most likely styles and not performance. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



PRIMARY LEADERSHIP STYLE: PARTICIPATIVE LEADER

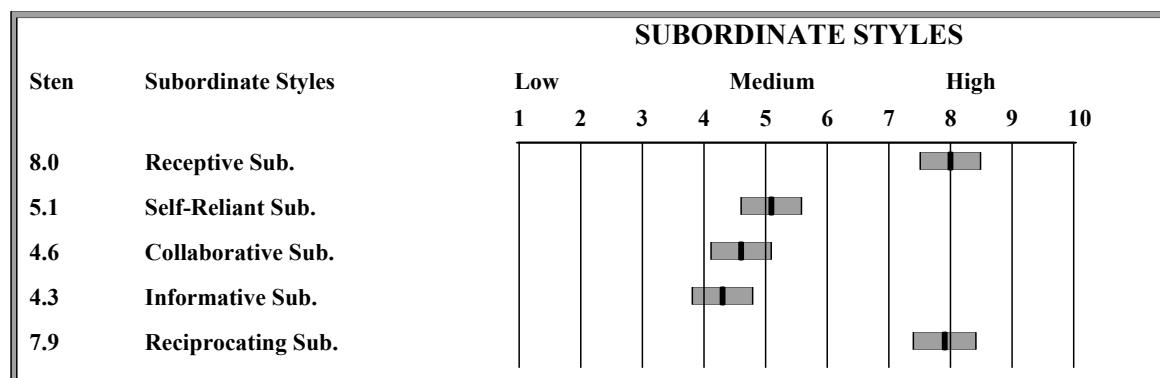
Participative leaders are primarily concerned with getting the best out of a team as a whole. Hence, they encourage contributions from all members of a team and believe that by pooling ideas and coming to a consensus view the best solutions to problems will naturally arise. They are unlikely to impress 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.

SECONDARY LEADERSHIP STYLE: 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.

SUBORDINATE STYLES

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Sample Sam 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 Sample Sam 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.



PRIMARY SUBORDINATE STYLE: RECEPTIVE SUBORDINATE

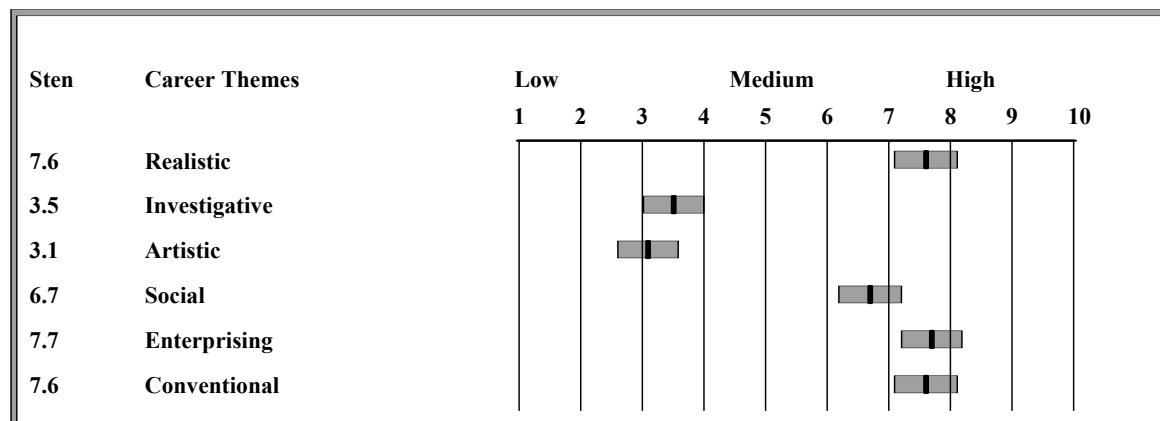
Receptive Subordinates are typically accommodating individuals who are eager to complete the work that is assigned to them in accordance with pre-specified procedures. In this mode, 's colleagues will see a more traditional and conventional side to his nature. Quite possibly this means that he will leave the generation of innovative ideas to other members of their team. As a result, the Receptive Subordinate will take the stance that his role is to execute the ideas of others to the best of their ability.

SECONDARY 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.

CAREER-THEME SCALES

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



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, managerial skills and public acclaim.

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.

ADDITIONAL COMMENTS

The following section lists a number of points which can be inferred from Sample's assessment report. The interviewer may wish to use these as the basis for further probing during the interview or counselling discussions.

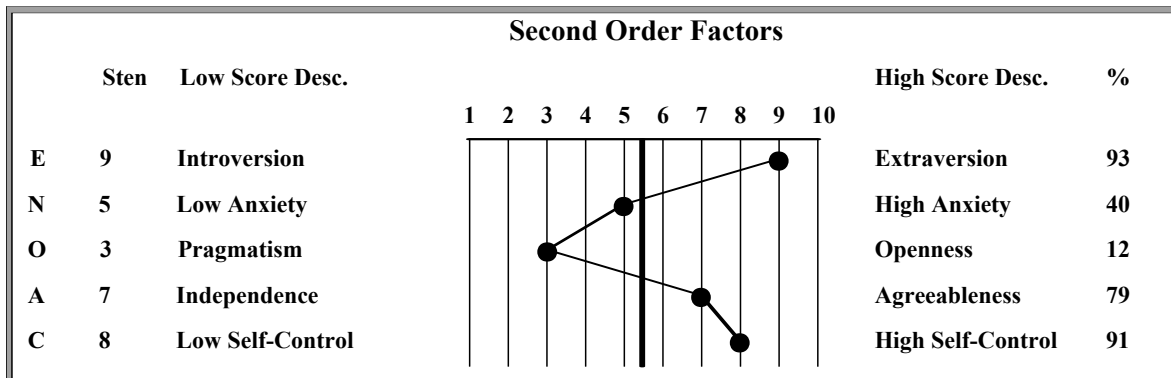
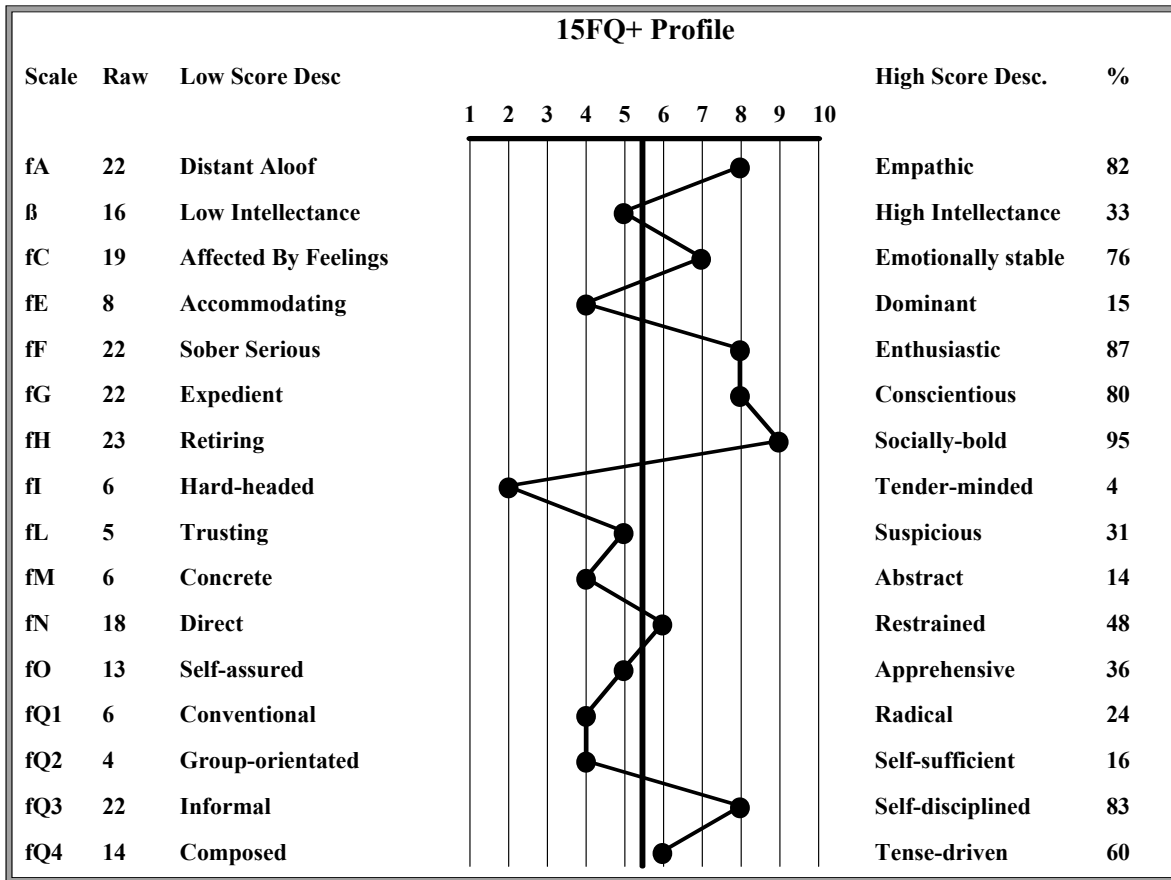
POTENTIAL STRENGTHS

- Will prefer to avoid excessive deliberation when making decisions.
- Will be likely to adopt a rational and objective approach to decision-making.
- Will tend to maintain a disciplined control over the expression of his feelings and emotions, wishing to present himself positively.
- Is likely to get close to colleagues and may be a popular team member/team leader.
- Tough-minded and pragmatic, he should not easily be taken in by abstract notions that have limited practical application.
- Should perform confidently and effectively in the social spot-light.

POTENTIAL DEVELOPMENT NEEDS

- May tend to be overly impulsive, possibly not considering all the options.
- May focus on task issues at the expense of the human element.
- His behaviour may be influenced more by social values and the expectations of others than by his own needs and values.
- With a tendency to be highly communicative, he may have difficulty distancing himself from subordinates and will not greatly enjoy working alone.
- Tough-minded, he may dismiss abstract or conceptual pursuits as lacking substance.
- May be rather too inclined to take "centre stage".

15FQ+ PROFILE CHARTS



Norms based on a sample of 1186 Professional Managerial.

ADDITIONAL MEASURES

Raw	Additional Scales	1	2	3	4	5	6	7	8	9	10	%
22	Emotional Intelligence						■	■				64
15	Positive Work Attitude				■	■						21

Raw	Additional Scales	1	2	3	4	5	6	7	8	9	10	%
4	Social Desirability				■	■						19
32	Central Tendency						■	■				51
2	Infrequency					■	■					40

Raw	Additional Scales	1	2	3	4	5	6	7	8	9	10	%
4	Fake Good				■	■						18
3	Fake Bad			■	■							7