



15FQ+

FIFTEEN FACTOR
QUESTIONNAIRE

Fred Sample

**Arabian Assessment &
Development Centre**

05/10/2000

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

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 Fred was quite happy to present himself openly and candidly, without wishing to project an overly positive image of himself. The picture he has presented of himself would suggest that he is not overly concerned to be seen in a unrealistic, socially desirable light. 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

Fred's interpersonal orientation is on the borderline of introversion and extraversion. People falling within this band tend to communicate without having a requirement for excessive interpersonal contact. He is likely to be as happy occupied with tasks as with dealing with people, and will generally avoid coming forward in social situations, particularly if this places him at the centre of attention. Expressing moderate levels of warmth and empathy, he is likely to be seen as relatively supportive of colleagues. No more or less sympathetic and understanding than most, he will be able to maintain a degree of distance from colleagues when necessary. His enthusiasm and sense of fun is held in check by a degree of inhibition. In the right setting, he should be as capable as most of letting go and having a good time. Being somewhat retiring and quite self-conscious, he may wish to avoid high-profile participation in social gatherings. He may experience a degree of embarrassment if unexpectedly made the focus of group attention. Outside familiar circles, he may come across as slightly inhibited and formal, his conversation appearing somewhat hesitant at times. However, with people he knows well, he will express a about average degree of interpersonal warmth. A possible exception to this is when discussing matters of an intellectual nature, when he is likely to be in his element. Happy to work on his own or as a member of a team, Fred will be capable of being self-sufficient when the situation demands. As able to function effectively in a group setting as most, he may wish, on occasion, to have time to himself.

Somewhat questioning in nature, and inclined to meet conflict head-on, people may see him as being sceptical and cynical. Although, this more a reflection of his social persona than of his true feelings. Being very competitive, he will quickly rise to any challenge and is likely to express his often strongly-held views in a highly confrontative manner. Showing little concern for others' sensibilities, people may take time to warm to him. Temperamentally, Fred is extremely trusting by nature and sees little reason to be suspicious of others' motives. As a group member, he may occasionally be accused of being too trusting and overindulgent, but is sufficiently forceful not to have the wool pulled over his eyes. Believing strongly that people are genuine and honest, he will usually give them the benefit of the doubt. This strong inclination may make him appear rather credulous and there is a risk that he may be easily taken in. In personal exchanges he is inclined to be very self-assertive, forceful and controlling, with a desire to have his own way. Willful and potentially aggressive Fred is very inclined to give vent to noticeably strong opinions and may tend to be domineering. He appears to be as sensitive as most people to the demands of social situations. His tendency to be direct with people may vary according to his perception of the needs of the situation.

THINKING STYLE

Fred is likely to come across as a intuitive person who is receptive to ideas and experiences. Creatively orientated, he is likely to be relatively sensitive to the subtleties and nuances of life. He is likely to be viewed as a very intellectually-orientated person who enjoys working on complex problems and ideas. Being rather competitive in this regard, he may express his insights in a challenging manner. Naturally curious about things, with a highly penetrating mind, he tends to go beyond the obvious. Somewhat unconventional in his attitudes and opinions, his views may tend to be at variance with those of most people. This may lead him to question older, established points of view and be reticent about accepting the status-quo. His inclination to be very direct with people may cause him to appear somewhat questioning of the status-quo, resulting in potential friction. Fundamentally, he is aesthetically sensitive and soft-hearted with a refined sense of taste and consequently may lack a tough, hard-headed, utilitarian approach. Having a creative and artistic temperament, he will be drawn to expressive, cultural activities. Relatively sentimental, and receptive to feelings, he will tend to be moved by emotions of wonderment and awe in the face of beauty and sensational events. His inclination to be creative intellectually-minded and relatively conceptual suggests that he may be more concerned with thoughts and concepts than practical realities and everyday matters. He will generally prefer to be involved in the generation of ideas, leaving day-to-day matters to others. Fred is likely to have sufficient thoroughness to see his ideas through to a successful conclusion. He may at times be so absorbed in his own innermost thoughts to exclude his physical environment and immediate realities. This apparent "absent mindedness" may be no more than a reflection of his creative thinking.

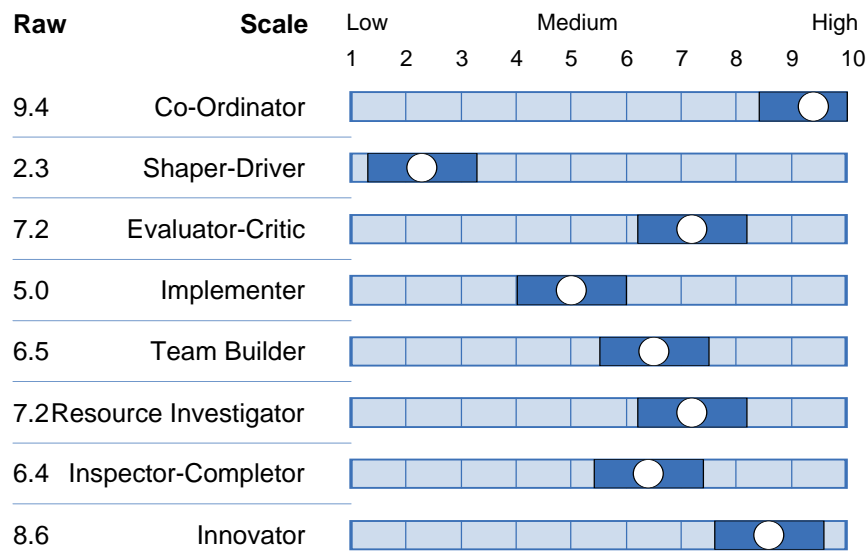
Fred's behaviour and attitudes reflect a balance between his own personal belief system, social norms and internalised societal expectations. Very free-thinking and spontaneous, he expresses scant regard for authority. Lacking in self-discipline and self-control, he may not be particularly concerned about his social standing. Not placing much value on formality and protocol, he may prefer to relate to others in an informal and casual manner. He is likely to be unimpressed by status, position or authority, preferring to judge people on their merits. However, being diplomatic and aware of the impact he may have on others, these attitudes may not always be evident. He may not relate at all well to group undertakings which discourage individualism. Persevering and quite conscientious in character, he will generally accept and reliably discharge responsibility. He has a degree of thoroughness in his work that should predispose him to be quite a good finisher. He is likely to show respect for systems and procedures generally believing there is a right approach, both in work quality and behaviour.

COPING STYLE

Fred is currently experiencing average levels of anxiety. Not unduly prone to mood swings, he should have sufficient energy to cope with life's demands. However, he may nonetheless experience some stress coping with particularly demanding situations or when placed under extreme emotional pressure. As resilient as most he should be capable of remaining calm in a crisis. Relatively secure and self-assured, he is likely to be cheerful, optimistic and free of apprehension, regrets and self-doubt. Relatively sure of himself, and his intellectual abilities, he is likely to appear confident, although this may not present itself in social settings. If things go wrong he is liable to blame the situation rather than holding himself responsible. Although not generally inclined to experience mood swings, when under pressure Fred may become tense and agitated. When his goals are frustrated, he may become impatient and irritable. Fred may therefore have some difficulty unwinding at the end of a demanding day.

Team Roles

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

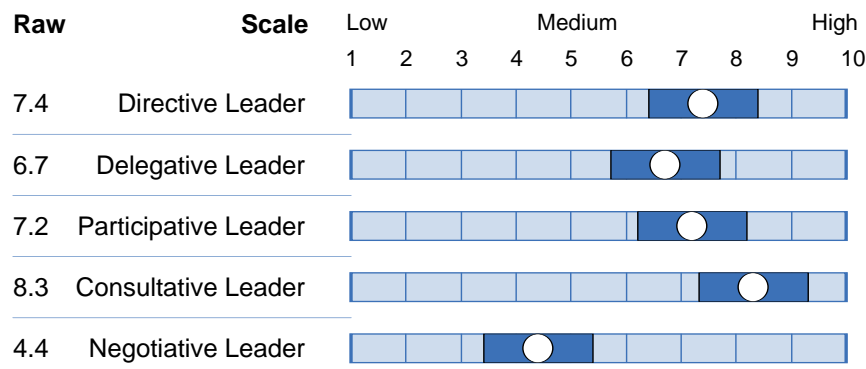


TEAM ROLE COMBINATION - INNOVATOR/CO-ORDINATOR

Fred appears to have the rare combination of creativity with the social ability to co-ordinate a group towards a common objective. Although highly imaginative and intellectually minded himself, he values and can build on the contributions of all in a group without the need for self-acclaim. When working on a problem with a team, he should be able to assert his own opinions, whilst allowing others to have their say as well. If the group gets stuck, his talent will be in presenting options for action which he will work to get others to endorse. At times, however, he may get caught up in his own ideas and forget to solicit group opinion, but he probably has the wisdom to know the importance of having the group behind him before proceeding on a course of action. His drive for results will be shown by his readiness to take responsibility and by not shrinking from difficult tasks or decisions when there is a need. To some extent, he might find it difficult to balance his imaginative side, which calls for freedom to experiment, with his managerial side, which displays itself as a calm, controlled effort in drawing together the talents in a group on a project. He may need to allow himself some solitary time so he can break loose of his concern for duty and objectives in order to realise some creative potential. Given the right circumstances, he could serve in two valuable roles, as an individual contributor of ideas and a team member who skilfully utilises group abilities.

Leadership Styles

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Fred 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 Fred'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: CONSULTATIVE LEADER

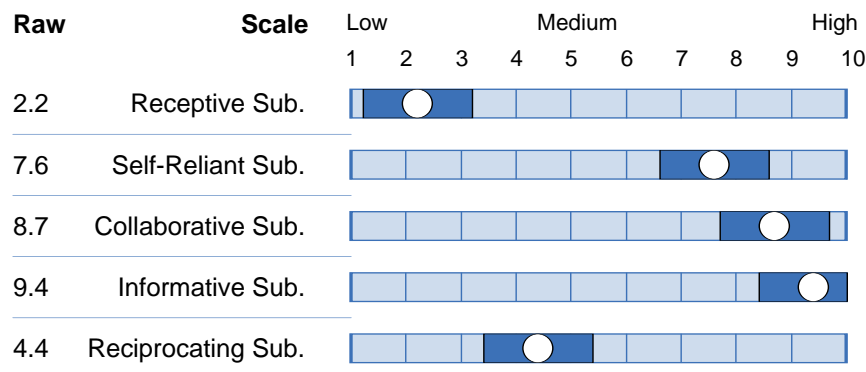
The Consultative Leadership Style combines elements of both democratic and directive leadership orientations. They value group discussion and tend to encourage contributions from the separate members of the team. However, although group discussions will be largely democratic in nature, Consultative Leaders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

SECONDARY LEADERSHIP STYLE: 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 lead 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.

Subordinate Styles

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Fred 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 Fred 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: INFORMATIVE SUBORDINATE

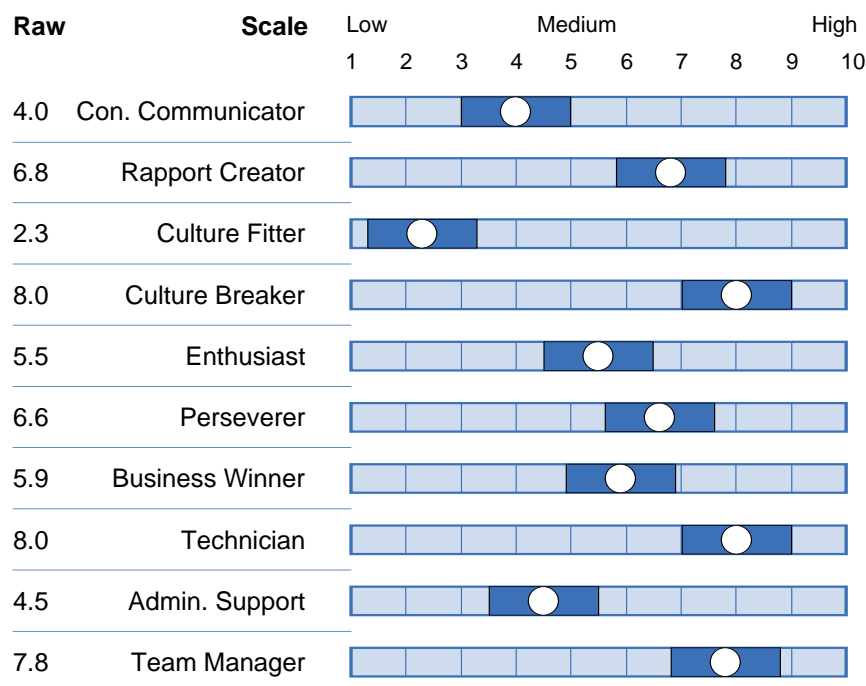
Managers generally approach Informative Subordinates in the knowledge that their ideas and opinions will be sound and informed. Informed Subordinates typically produce creative ideas and innovative solutions. Their capacity to subject their own ideas and those of others to a detailed critical analysis 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.

SECONDARY SUBORDINATE STYLE: 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.

Influencing Styles

The Influencing Styles describe which of a range of styles Fred 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 Fred'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 Fred's predominant and secondary influencing style is provided.



PRIMARY INFLUENCING STYLE: TECHNICAL ADVISOR

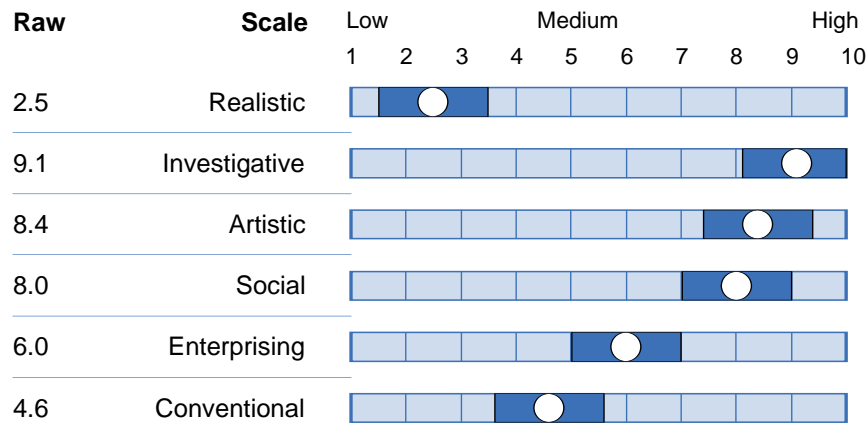
The Technical Advisor usually has talents or expertise in one or more specific area. As such, they can often be found working with ideas, goods and services that are "hi-tech" in nature. The Technical Advisor derives significant satisfaction by using their knowledge of their area to help clients define 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 are on the receiving end of solid and impartial advice.

SECONDARY INFLUENCING STYLE: 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.

Career-Theme Scales

Career-Themes are based on the work of Holland. These provide a match between Fred'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 Fred's assessment report. The interviewer may wish to use these as the basis for further probing during the interview or counselling discussions.

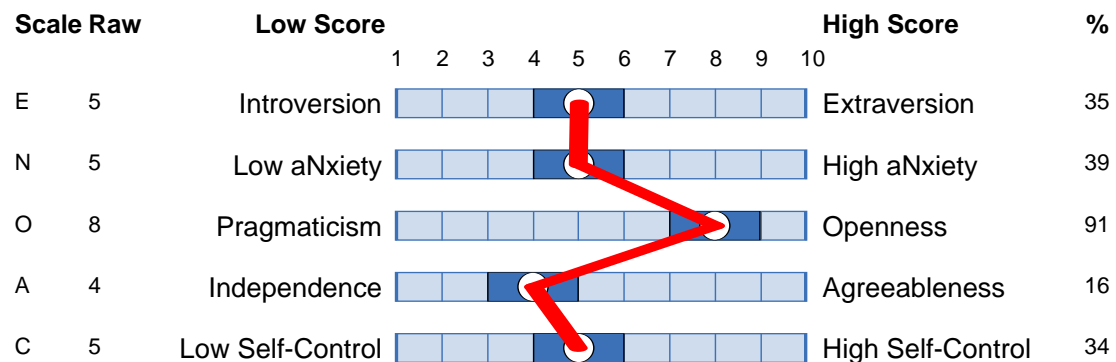
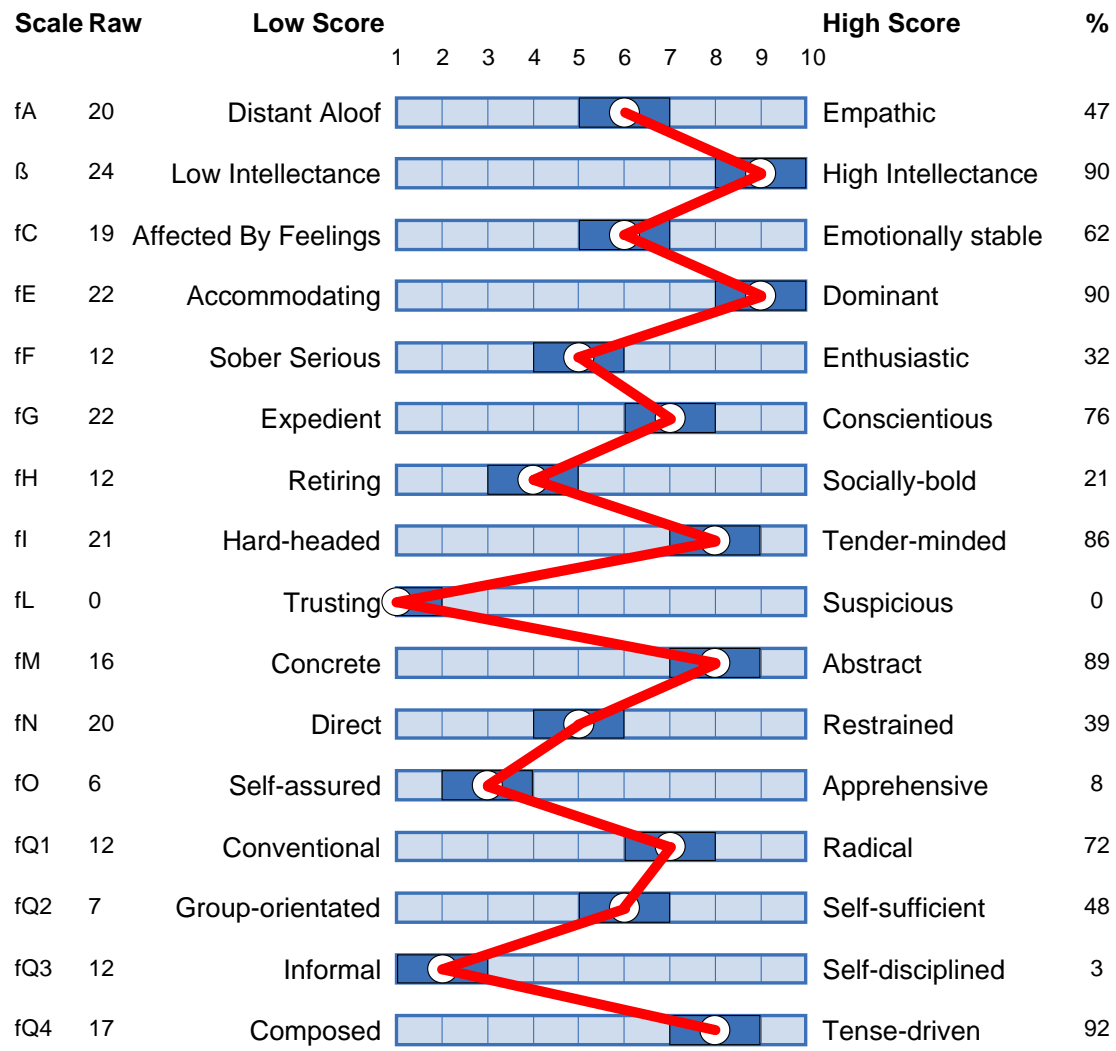
POTENTIAL STRENGTHS

- Will tend to assert himself and make his views very clear to people.
- Will tend to take into account relevant feelings and emotions when making decisions.
- Will generally appear to be self-assured and confident.
- Will tend to feel unrestricted by protocol and established values.
- Will tend to have a high regard for people and is likely to give others the benefit of the doubt.
- Will tend to be hard-driving and impatient, wanting to get results and make things happen.
- Has the ability and inclination to look beyond the obvious.
- With a tendency toward the unconventional and creative, he may be effective in generating original, possibly radical, solutions to problems.
- Having a tendency to be highly self-confident, he should approach situations with the expectation of success and will not easily be distracted from his objectives.

POTENTIAL DEVELOPMENT NEEDS



- May seem somewhat forceful and inattentive to the needs of others in achieving his objectives.
- May experience difficulty in emotionally tough situations.
- At times his self-confidence may be interpreted as complacency.
- May show insufficient concern for protocol and established values.
- May tend to be too trusting and take others at face value.
- May be seen as tense, forceful and somewhat confrontational.
- May not be sufficiently pragmatic and may be inattentive to practical matters.
- May tend to be unconventional and/or unpredictable.
- May over-estimate his ability to achieve results within realistic timescales.




15FQ+ Profile

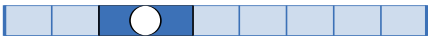



Norms based on a sample of 870 GCC & Expats.

Additional Measures

	Raw	Additional Scales		%
			1 2 3 4 5 6 7 8 9 10	
eIQ	28	Emotional Intelligence		85
WA	23	Positive Work Attitude		20

	Raw	Additional Scales		%
			1 2 3 4 5 6 7 8 9 10	
SD	5	Social Desirability		4
CT	27	Central Tendency		78
INF	1	Infrequency		24

	Raw	Additional Scales		%
			1 2 3 4 5 6 7 8 9 10	
FG	4	Fake Good		13
FB	2	Fake Bad		13