

Fifteen Factor Questionnaire +
EMOTIONAL INTELLIGENCE REPORT

Disclaimer

This is a strictly confidential report on Sam Sample which is only to be used under the guidance of an appropriately trained professional.

The contents of this report should only be disclosed on a 'need to know basis', and with the prior understanding of Sam Sample.

The information contained in this report should be considered in the context of other relevant information about Sam Sample, such as his work experience, vocational interests, skills and aptitudes, etc.

Guide to Using the Emotional Intelligence Report

This report describes Sam Sample's Emotional Intelligence (EI), in terms of the conceptual framework proposed by Daniel Goleman and his colleagues. This framework defines EI as a set of personal and inter-personal competencies that can be refined and developed through mentoring, coaching and training. These competencies are described in detail below.

The report outlines Sam Sample's most likely personal strengths and weaknesses in each of the EI competency domains. These should be treated as hypotheses to be explored in greater detail via other assessments. For example, Sam Sample's level of job specific knowledge can be assessed through a critical review of his work history and previous qualifications, and by the use of objective tests and structured interviews. His skills can be assessed in greater detail through work sample tests, behavioural observation, role-plays and assessment centre exercises.

This report can be used for assessment and selection, or as a tool to facilitate Sam Sample's personal development. In the latter case it should be used as a starting point to begin exploring with Sam Sample possible development needs and to produce a shared development strategy for promoting his EI competencies

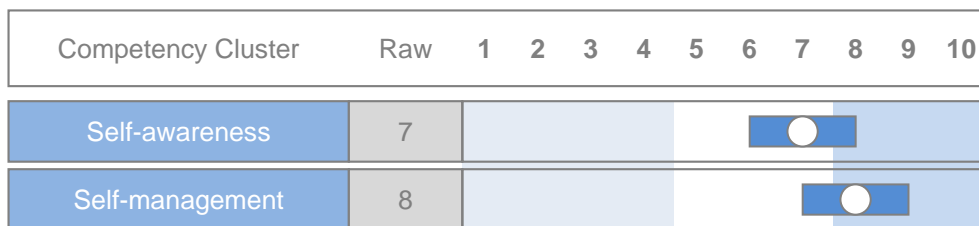
Please Note:

- As the report contains information relating to a number of different competencies, it is important when using it to focus on those competencies that are specific to the role being considered.
- The competency scores are calculated from Sam Sample's responses on the 15FQ+ personality questionnaire. Therefore, if this report is to be used to compare different individual's EI competencies, it is essential all the reports are produced using the same norms.
- The report describes Sam Sample's EI competencies in terms of his typical behaviour, and should not be taken as an assessment of his maximum (or most effective) performance. Rather it describes his core EI competencies, with his actual performance in any particular setting being influenced by a number of factors in addition to his level of Emotional Intelligence. These include: the specific skills he has developed; the impact the environment has on facilitating or inhibiting his performance; his motivation; his current level of emotional wellbeing, etc.
- This report was generated using a sample of 1186 respondents from the Professional Managerial reference group.

EI Profile

In line with the work of Goleman this report defines emotional intelligence as consisting of competencies in two domains, the personal and interpersonal. Within these domains, EI competencies are split into two clusters. Sam Sample's scores on these four EI competency clusters are presented below, along with definitions of these clusters.

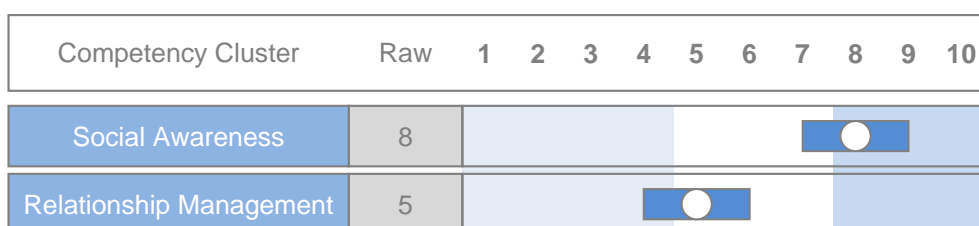
Personal Domain



The Self-awareness Competency Cluster includes: Emotional Self-awareness; Self-confidence and Accurate Self-assessment. These competencies enable a person to: accurately understand themselves, their emotions, motives and goals; trust their own judgement and take confident decisions; express their views with confidence and self-assurance; realistically appraise their skills, aptitudes and abilities and be able to use feedback to improve their performance.

The Self-management Competency Cluster includes: Emotional Self-control; Optimism; Achievement Orientation; Forward Planning; Conscientiousness; Adaptability and Trustworthiness. These competencies enable a person to: effectively manage their emotions and have the drive, energy and optimism to succeed; produce work of a high standard, plan for the future and diligently attend to detail; be adaptable and open to change; maintain high levels of personal integrity.

Inter-Personal Domain



The Social Awareness Competency Cluster includes: Empathy; Interpersonal Openness; Organisational ('political') Awareness and Service Orientation. These competencies enable a person to: understand others' motives, emotions and behaviour; be open to others' points of view and perspectives; be sensitive to interpersonal and organisational dynamics.

The Relationship Management Competency Cluster includes: Persuasiveness; Conflict Management; Inspirational Leadership; Change Catalyst; Team Working and Open Communication. These competencies enable a person to: communicate effectively; relate to others with diplomacy and tact; network; negotiate successfully; work collaboratively; openly share information; actively participate in team projects; motivate others; actively promote change and develop colleagues' potential through coaching, mentoring and teaching.

Executive Summary

Competencies

Sam Sample's responses to the assessment suggest the following core competencies:

- He would not be expected to be prone to lose his temper when things go wrong.
- He is likely to be intuitive and to have insight into others' emotions.
- He would be expected to have relatively high levels of energy and drive.
- He is likely to have a very strong preference for planning ahead, rather than deal with problems as they arise.
- He would be expected to be highly motivated to attend to detail.
- He would be expected to be fairly diplomatic and to be concerned not to say things that might cause offence.
- He is likely to be reasonably motivated to attend to the social nuances of the situation he finds himself in.
- He would be expected to be keen to promote harmonious working relationships.
- He would be expected to be relatively motivated to attend to the power relationships and emotional undercurrents within any group or organisation.
- He is likely to be very trusting and accepting of others.

Development Needs

Sam Sample's responses to the assessment suggest the following development needs:

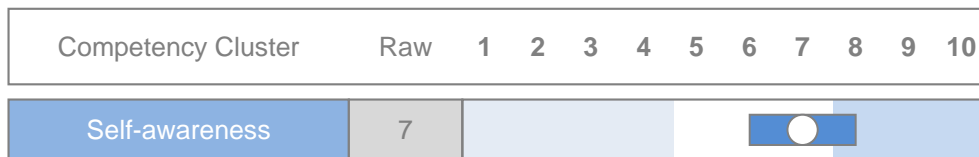
- To become more confident in making decisions in situations where outcomes are unclear and only limited information is available.
- To develop the skills to express himself in a more confident, self-assured way.
- To be more adaptable and open to change.
- To be more open to new ideas.
- To be more open to others' views and opinions.
- To be more inclined to question what hidden agendas may be at play.
- To develop his public speaking skills.
- To be less inclined to 'take centre stage' and dominate in meetings and discussions.

Self-awareness Competency Cluster

This competency cluster details behavioural styles that are characterised by:

- Emotional Self-awareness
- Self-confidence
- Accurate Self-assessment

These competencies enable a person to: accurately understand themselves, their emotions, motives and goals; trust their own judgement and take confident decisions; express their views with confidence and self-assurance; realistically appraise their skills, aptitudes and abilities and be able to use feedback to improve their performance.



Emotional Self-awareness

Sam Sample's profile indicates he is likely to be open to, and in tune with, his own emotions. Moreover, he is inclined to be extremely tender-minded and highly aesthetically orientated. As a result, he would be expected to be fairly intuitive and to have insight into his typical emotional responses to different situations and the ways in which his emotions affect his own behaviour and influence those around him.

Self-confidence

Sam Sample's responses to the questionnaire suggest he may be a little lacking in self-confidence and quite inclined to feelings of self-doubt. He might, therefore, be expected to be slightly reluctant at times to make decisions due to a tendency to worry about the possible adverse outcomes of any planned course of action. His scores indicate he is likely to have a very strong preference for creating detailed plans and schedules. As a result, he may not cope well with uncertainty. Consequently, he is likely to feel fairly uncomfortable if required to make decisions in situations where outcomes are unclear and only limited information is available. His results suggest he is likely to be quite lacking in social boldness and may not feel confident speaking to large groups of people. Moreover, as he is likely to be reasonably threat sensitive, he may be rather reluctant to express unpopular views and opinions, particularly if he fears they may be badly received. He may therefore be reasonably prone to come away from meetings worrying about how he has come across. Even though he is likely to be reasonably assertive, his profile suggests a lack of self-confidence. As a result, he may be expected to experience a little difficulty if he is required to push uncooperative colleagues into action. His responses to the questionnaire further indicate he is likely to have reasonably low levels of self-esteem and be prone to doubt his own opinions. However, despite this, he is unlikely to have much desire to seek support and guidance from others. This may occasionally result in him brooding over feared threats or anticipated difficulties or problems.

Accurate Self-assessment

Even though his scores indicate he is likely to be a little lacking in confidence and inclined to self-doubt, Sam Sample is nonetheless likely to evaluate his level of knowledge and skill in a fairly accurate, if slightly self-critical manner. As his scores suggest he is not at all suspicious, he should be very open to receiving feedback, as long as it is presented in a constructive manner. Inclined to be a little lacking in confidence and possibly a little threat sensitive, he may however need support and encouragement to enable him to use the feedback he has received to improve his performance. He may be a little reluctant to freely acknowledge mistakes or errors he has made if he anticipates censure.

Self-management Competency Cluster

This competency cluster details behavioural styles that are characterised by:

- Emotional Self-control
- Achievement Orientation
- Forward Planning
- Conscientiousness
- Adaptability
- Trustworthiness

These competencies enable a person to: effectively manage their emotions and have the drive, energy and optimism to succeed; produce work of a high standard, plan for the future and diligently attend to detail; be adaptable and open to change; maintain high levels of personal integrity.



Emotional Self-control

While he is likely to be a little lacking in self-confidence and to be quite inclined to feelings of self-doubt, his profile suggests he will not be prone to experience unpredictable mood swings that may adversely affect his performance at work or negatively impact those around him. As a result, others are generally reasonably likely to feel that they know where they stand with him. Moreover, it is very unlikely that he may lose his composure when placed under pressure or experience difficulty maintaining his concentration in noisy, distracting environments. Tending to be quite resilient, he would not be expected to experience great difficulty coping with the emotional demands of challenging work environments. As his scores suggest he has very high levels of frustration tolerance, he should be unlikely to become short tempered or irritable when things go wrong. Moreover, he should not experience any difficulty dealing with slow or indecisive people and is not at all likely to lose his temper in such situations.

Achievement Orientation

As his results suggest he is fairly lively, enthusiastic and fun-loving, he would be expected to have reasonably high levels of energy and drive. He should be quite unlikely to be troubled by feelings of despondency or depression and should generally have more than enough energy to meet even the most challenging work schedules.

Forward Planning and Conscientiousness

The assessment results indicate Sam Sample is likely to have a significantly below average level of self-control and self-restraint. Consequently, he may be expected to have a less strong sense of duty than most and to be less committed than most to finishing tasks he has started, particularly if they are a little boring or repetitive. However, as his scores also suggest he is likely to be extremely meticulous and attentive to detail, he should nonetheless be committed to maintaining quite high quality standards. His scores further indicate he is likely to have a very strong preference for planning ahead, rather than deal with problems as they arise. As a result, he is likely to be very keen to look to the future, with the aim of anticipating problems and difficulties for which he can build contingences into his quite detailed plans.

Adaptability and Trustworthiness

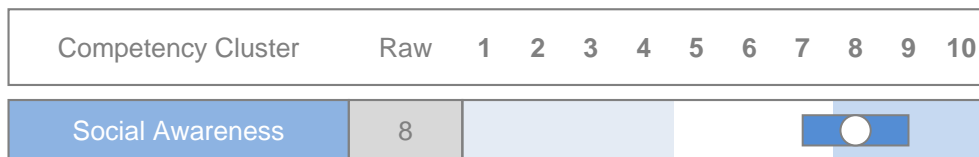
As his profile indicates he is likely to have a very strong preference for following tried and tested methods, Sam Sample may be expected to be disinclined to accept novel ideas, unless their benefits are very clear. His scores further suggest he may be quite rule-bound and rigid and that he is unlikely to be adaptable and open to change. Despite his scores suggesting he is extremely conservative and traditional by nature, as he is not naturally inclined to be that respectful of authority, he may feel less duty bound than many to follow prescribed moral standards and codes of conduct.

Social Awareness Competency Cluster

This competency cluster details behavioural styles characterised by:

- Empathy
- Interpersonal Openness
- Organisational ('political') Awareness
- Service Orientation

These competencies enable a person to: understand others' motives, emotions and behaviour; be open to others' points of view and perspectives; be sensitive to interpersonal and organisational dynamics.



Empathy

Sam Sample's profile suggests he is extremely warm and empathic, and is likely to be fairly concerned to attend to the nuances of the setting he finds himself in. As a result, he would be expected to have a fair degree of insight into others' thoughts and feelings. Having a profile which suggests a deeply felt interest in other people, he is likely to be very sympathetic and understanding. Moreover, he would be expected to be motivated to promote harmonious working relationships. However, despite his profile indicating that he is likely to be very concerned about the welfare of others, his scores suggest he is fairly assertive. As a result, he would not be expected to experience particular difficulty ensuring that his colleagues' personal needs are balanced against the demands of work.

Interpersonal Openness

Sam Sample's responses to the questionnaire suggest that, despite him being a little less agreeable and accommodating than most, he is nonetheless likely to be an extremely warm, caring and compassionate individual. As a consequence, his active listening skills would be expected to be at least as good as those of most other people. However, as his profile suggests he is extremely conservative and traditional by nature, he may not be that open to others' views and opinions if they are fairly radical and somewhat unconventional.

Organisational Awareness and Service Orientation

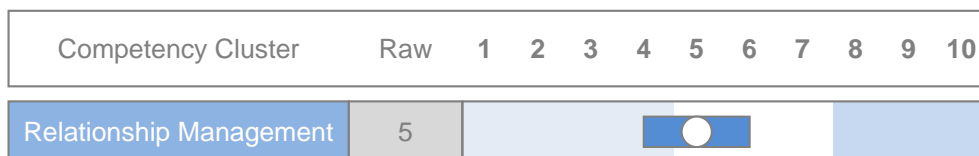
Having a pattern of scores that indicates he is likely to be reasonably sensitive to the subtleties and overtones of social situations, Sam Sample would be expected to be relatively motivated to pay attention to the power relationships and emotional undercurrents within any given group or organisation. As his scores suggest he is extremely trusting and naturally inclined to take others at face value, he is unlikely to feel any need to question their motives and consider what hidden agendas (if any) may be at play. Sam Sample's profile indicates he is likely to have a strong interest in understanding other people's needs, wants and goals, and to be quite intuitive by nature. As a result, he would be expected to be extremely motivated to try to understand clients' requirements and consider how these can best be met.

Relationship Management Competency Cluster

This competency cluster details behavioural styles characterised by:

- Persuasiveness
- Conflict Management
- Inspirational Leadership
- Change Catalyst
- Team Working
- Open Communication

These competencies enable a person to: communicate effectively, relating to others with diplomacy and tact; negotiate successfully; motivate others and actively promote change; network; work collaboratively, openly share information and actively participate in team projects; develop colleagues' potential through coaching, mentoring and teaching.



Persuasiveness and Conflict Management

The assessment results suggest Sam Sample is quite lacking in social confidence and is not likely to feel comfortable and at ease with people he does not know well. As a result, he would not be expected to be an unduly effective public speaker. As his scores suggest he is reasonably motivated to attend to the emotional undercurrents of the setting he finds himself in, he should generally be capable of being reasonably diplomatic and tactful. In situations where he is negotiating he may be expected to try to achieve a balance between making sufficient concessions to move the negotiations forward while not conceding on the most important issues. Moreover, if he feels that others are not giving his views a fair airing he may be a little prone to comment on this in a slightly caustic manner.

Inspirational Leadership and Change Catalyst

Despite having a profile which suggests he is fairly lively and participative, as his scores suggest a lack of social confidence, he is not likely to find it very easy to energise and motivate others. As his responses to the questionnaire indicate he is likely to be very traditional in approach, he is quite unlikely to enthusiastically promote new working methods, practises and procedures.

Team Working and Open Communication

As his profile suggests he is not that group-orientated, Sam Sample is unlikely to enjoy team work. Moreover, as he may be inclined to believe he does his best work away from the distraction of other people, he is not likely to have cultivated a network of friends and colleagues to seek out when help and advice is needed. His results further suggest he is not in the least inclined to doubt people's motives and is likely to be open and straightforward in his dealings with others. Consequently, he is unlikely to see any reason to be guarded or manipulative in his work relationships. Moreover, he is likely to be very happy to share information and knowledge with colleagues, with him seeing very little reason to fear that they may use this to gain advantage over him. As a result, he is unlikely to be concerned that developing colleagues will undermine his position at work. His profile suggests that when developing others he is likely to prefer mentoring or coaching to teaching. As his scores indicate he is inclined to believe he has a lot to contribute to the development of staff, he is likely to be very happy to take on such roles.