

Fifteen Factor Questionnaire +
DERAILER REPORT

The Derailer Report

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Waiver

The 15FQ+ is an indicator only. This report must be interpreted in the context of other relevant factors.

Context

This profile arises from a self-report questionnaire and must be interpreted in the context of other relevant factors, such as actual experience, vocational interests, training, personality, motivation, skills and aptitudes. The 15FQ+ is not a test of ability.

Norm Group

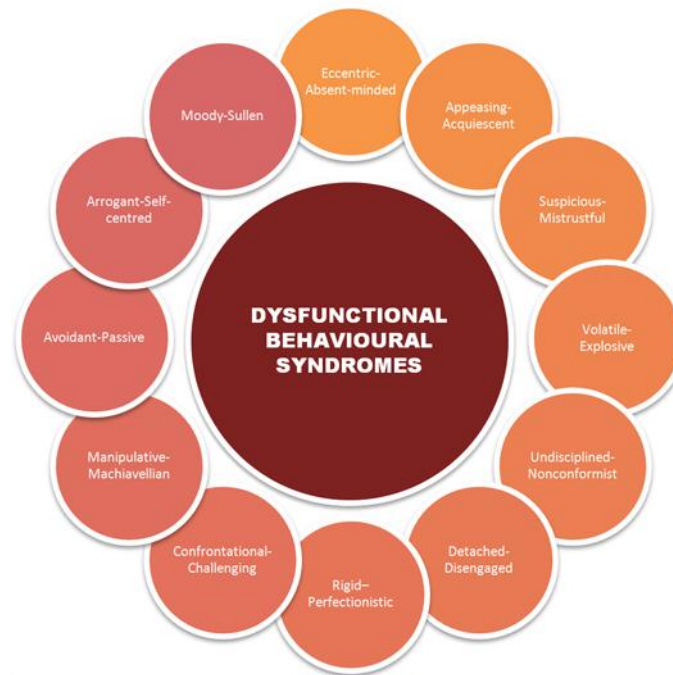
The ratings and commentary in this report are relative to a comparison group of 1186 (Professional Managerial).

Private & Confidential

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

Dysfunctional Behavioural Syndromes

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



While extreme personality profiles – such as the syndromes described in this report – present significant challenges in most organisational and work contexts, such syndromes 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 syndrome is likely to create discord and disharmony, and destabilise most organizations, such a syndrome is often found among effective change agents and innovators. Similarly, while someone who has a high score on the Manipulative-Machiavellian syndrome may be prone to destabilise most organizations by acting in a manipulative and self-serving manner, such a syndrome is 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 Sam Sample is/will be working with, as this will influence whether the syndrome will be functional or dysfunctional in that particular work context.

About The Derailer Report

The syndromes 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 syndromes 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 syndromes. In such circumstances the 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 Standard Report, Emotional Intelligence or Competencies Reports, etc.) to facilitate their selection and assessment decisions.

The report describes those challenging behaviours that Sam's 15FQ+ profile suggests he 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 Sam will display any of the behaviours that have been identified in this report, will be moderated by a number of factors. These included his 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 Sam Sample has displayed any challenging work behaviours in the past, can be assessed through a critical review of his work history, achievements and qualifications to date.
- His propensity to display challenging work behaviours can also be assessed through structured interviews, situational judgement tests, role-plays and assessment centre exercises.
- His aptitudes and abilities can be assessed through the use of well-validated, work relevant psychometric tests.
- Sam Sample's job specific skills and knowledge can be assessed through work sample tests, behavioural observation, role-plays and assessment centre exercises.

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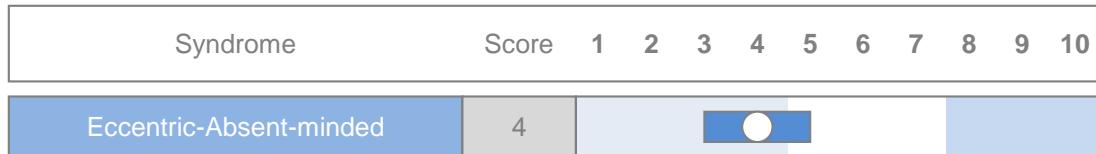
Please Note:

- The syndrome scores are calculated from Sam 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 Sam Sample's most typical behaviour. Whether or not he will display any identified challenging behaviour in a particular work setting will be influenced by the factors outlined above.

Derailer Syndromes

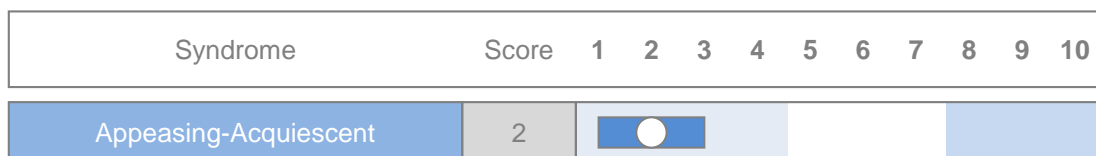
Eccentric - Absent-minded

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



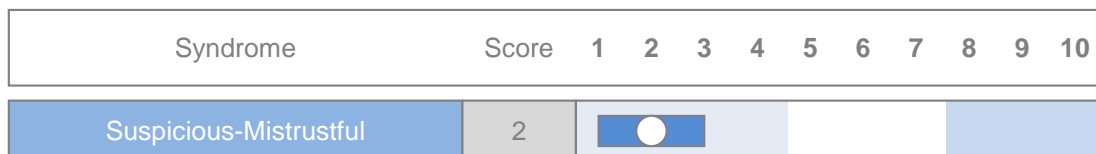
Appeasing - Acquiescent

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



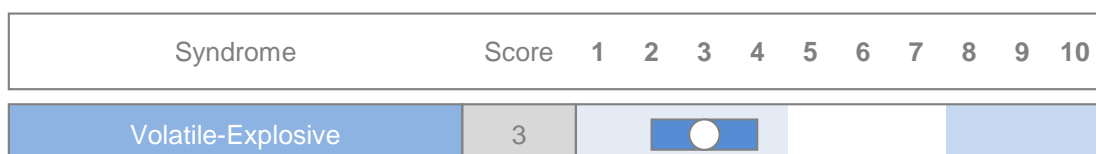
Suspicious - Mistrustful

The scale score Sam obtained on the Suspicious – Mistrustful syndrome falls within the low range (i.e. is 4 or less). This suggests it is unlikely he will display challenging behaviours within this syndrome domain. Assessors are therefore referred to Sam's 15FQ+ profile should they require any further detail regarding his likely interpersonal and thinking styles, and response to pressure and stress.



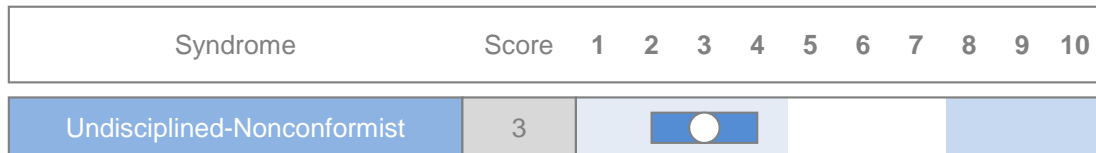
Volatile - Explosive

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



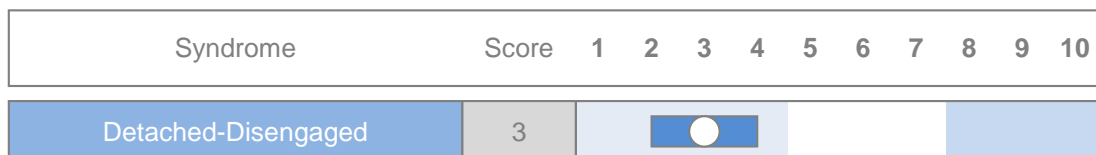
Undisciplined - Nonconformist

The scale score Sam obtained on the Undisciplined – Nonconformist syndrome falls within the significantly below average range (i.e. is 4 or less). This suggests it is quite unlikely he will display challenging behaviours within this syndrome domain. Assessors are therefore referred to Sam's 15FQ+ profile should they require any further detail regarding his likely interpersonal and thinking styles, and response to pressure and stress.



Detached - Disengaged

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

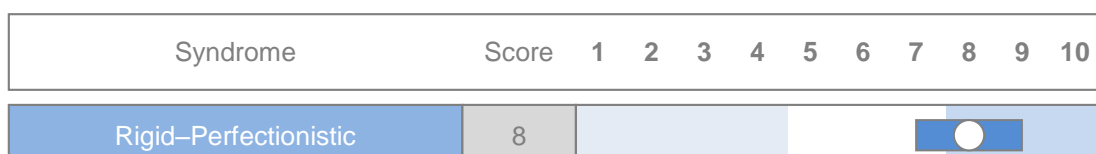


Rigid – Perfectionistic

Sam's profile indicates he is extremely perfectionistic and may be rather obsessive in nature. Consequently, he is likely to be very prone to become so focused on details as to lose sight of the bigger picture. As such he would be expected to have great difficulty approaching problems in a strategic manner. He is likely to be extremely reluctant to 'cut corners', or deal with problems in an expedient manner, even when the demands of the task indicate this is called for. Moreover, tending to have a very strong need for certainty, he would be expected to be fairly reluctant to take calculated risks, even when it appears likely they may pay off.

He is likely to be fairly respectful of authority and be disposed to follow rules, regulations and procedures very diligently. As a result he may be inflexible and rather ridged in his approach to problems. He may be prone to preserve with established methods or procedures, even when it has become very clear it would be better to adopt a new approach. Moreover, this very marked tendency to ensure procedures are diligently followed might act as an obstacle which slows down progress and prevents others from moving forwards with projects. He is likely to be very reluctant to abandon well-established approaches when their use has been encouraged by authority figures.

Sam's scores indicate he is extremely conventional in his attitudes and opinions and may be slightly prone to reject novel ideas out of hand. He would be expected to have great difficulty adapting to change and to be wedded to established systems and procedures. As a result others are likely to view him as being relatively set in his ways, or possibly even as being a little closed-minded.

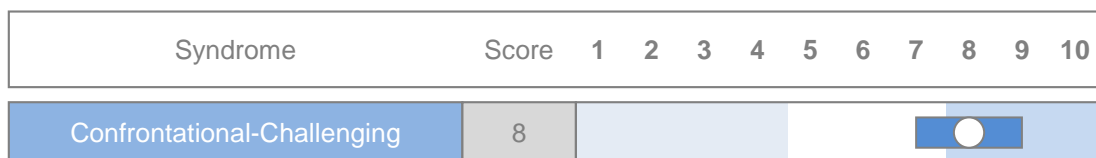


Confrontational - Challenging

Sam's profile suggests he is fairly direct, and may sometimes be a little pointed in his dealings with others. He is unlikely to be particularly diplomatic and tactful, and would not be expected to hold back from saying what is on his mind, even if this might upset others. His scores indicate he is likely to be very forceful and pushy, and be prone to be quite confrontational if challenged. He would be expected to be very keen to ensure he gets his own way and may be rather prone to 'ride rough shod' over others' views, opinions and needs.

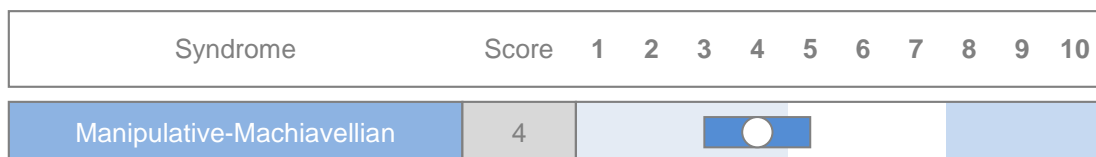
It is relatively unlikely that his strong determination to push for action, and to ensure he gets his own way, will be moderated by much diplomacy or tact. As a result he might have reputation for upsetting people, which could result in them treating him with 'kid gloves', or trying to hide things from him for fear it may prompt an angry response. He would be expected to be fairly insensitive to the social nuances and undercurrents in team settings, and to have little concern for organisational politics. As a result, he is unlikely to be a valued team member, or to be highly effective in settings where negotiating skills, and tact and diplomacy, are called for.

His scores indicate he is fairly confident in social settings and is likely to dominate group discussions. As a result his less assertive colleagues may have difficulty getting their points of view heard. He may be prone to pass very caustic, sarcastic comments if he disagrees with others and may sometimes create discord in team meetings. Consequently his colleagues are likely to view him as being somewhat brash and somewhat confrontational in his approach. He presents himself as being very confident of his own intellectual abilities and, as a result, may quite be prone to be dismissive of others' views and opinions, particularly if he considers the other person to be less able than himself.



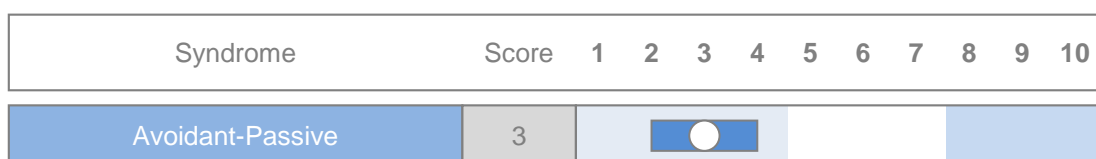
Manipulative-Machiavellian

The scale score Sam obtained on the Manipulative – Machiavellian syndrome falls within the below average range (i.e. is 4 or less). This suggests it is relatively unlikely he will display challenging behaviours within this syndrome domain. Assessors are therefore referred to Sam's 15FQ+ profile should they require any further detail regarding his likely interpersonal and thinking styles and response to pressure and stress.



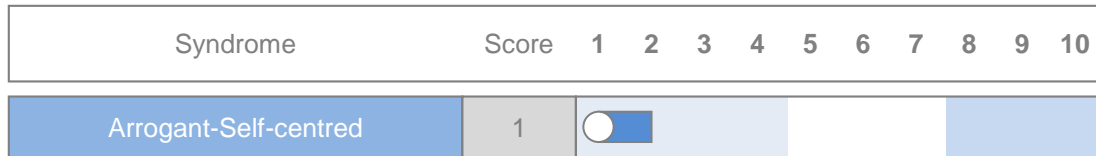
Avoidant - Passive

The scale score Sam obtained on the Avoidant – Passive syndrome falls within the significantly below average range (i.e. is 4 or less). This suggests it is quite unlikely he will display any significant challenging behaviours within this syndrome domain. Assessors are therefore referred to Sam's 15FQ+ profile should they require any further detail regarding his likely interpersonal and thinking styles, and response to pressure and stress.



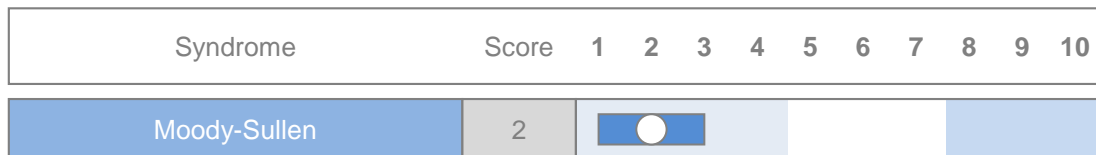
Arrogant - Self-centred

The scale score Sam obtained on the Arrogant – Self-centred syndrome falls within the very low range (i.e. is 4 or less). This suggests it is very unlikely he will display challenging behaviours within this syndrome domain. Assessors are therefore referred to Sam's 15FQ+ profile should they require any further detail regarding his likely interpersonal and thinking styles, and response to pressure and stress.



Moody - Sullen

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



Additional Considerations

- Sam's responses to the assessment indicate he is fairly confident in social setting and may be prone to dominate group discussions. As a result his less assertive colleagues may have difficulty expressing their points of view. He may be inclined to pass very caustic, sarcastic comments if he disagrees with others and might possibly sometimes create discord when working as part of a team.
- Sam's responses to the assessment indicate he is likely to be very confident of his own academic abilities. Taken in combination with his tendency to present himself in a fairly self-assured and socially bold manner, this may result in others sometimes viewing him as being somewhat arrogant.