

Samantha Sample
27 Mar 2013

EXPERT

DRIVED DIMENSIONS REPORT

FIFTEEN FACTOR QUESTIONNAIRE PLUS





REPORT STRUCTURE

The Derived Dimensions Report presents Samantha Sample's profile results in the following sections:

1. Guide to Using This Report

- Introduction
- The Derived Dimensions Report
- Supplementary Reports
- Reference Group (Norm) Used

2. Derived Dimensions

- Team Roles
- Leadership Styles
- Subordinate Styles
- Influencing Styles
- Career-Theme Scales

DISCLAIMER

This is a strictly confidential assessment report on Samantha 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 Samantha Sample.

This 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.



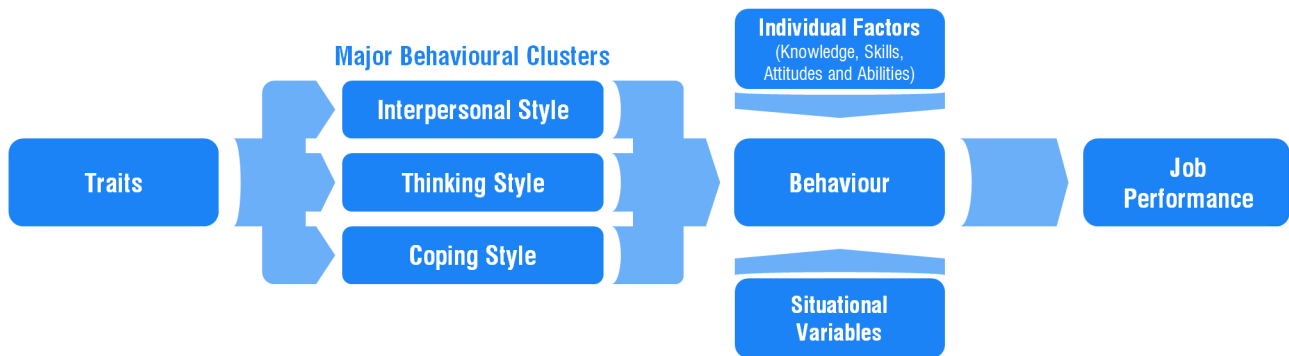
GUIDE TO USING THIS REPORT

INTRODUCTION

The 15FQ+ is an assessment of personality and individual differences. The 15FQ+ is based on one of the most researched and respected models of personality, identifying behaviour preferences across Cattell's 16 personality constructs (Cattell, 1946) and the big five personality traits (McCrae and Costa, 1987). These provide insight into how people typically think, feel and interact in ways that may be productive or counter-productive for an organisation:

- | | | | | |
|---|---|---|---|--|
| <p>O Openness</p> <ul style="list-style-type: none"> ▪ Tender-minded ▪ Conventional | <p>C Self-control</p> <ul style="list-style-type: none"> ▪ Conscientious ▪ Restrained ▪ Self-disciplined | <p>E Extraversion</p> <ul style="list-style-type: none"> ▪ Empathic ▪ Enthusiastic ▪ Socially-bold ▪ Group-oriented | <p>A Agreeableness</p> <ul style="list-style-type: none"> ▪ Intellectance ▪ Dominant ▪ Trusting ▪ Radical | <p>N Anxiety</p> <ul style="list-style-type: none"> ▪ Affected by feelings ▪ Suspicious ▪ Self-doubting ▪ Tense-driven |
|---|---|---|---|--|

Extensive research, conducted over many years, has consistently demonstrated that 10-30% of the variance in job performance is attributable to personality differences. Moreover, a person's potential for burnout, their trainability and subsequent job satisfaction, have all been shown to be strongly influenced by personality. Thus personality assessment forms a central part of most careers guidance and counselling programmes, with the aim of helping individuals maximise their potential by finding an optimal match between their personality and their choice of career. The model below illustrates the relationship between behavioural preferences and job performance:



THE DERIVED DIMENSIONS REPORT

The Derived Dimensions Report provides information on behavioural styles and likely business outcomes such as Team Roles, Leadership Styles, Subordinate Styles, Influencing Styles and Career Themes.



SUPPLEMENTARY REPORTS

The information gained from this report can be used in conjunction with other supplementary reports. The supplementary reports available for the 15FQ+ are:

Extended Report

The Extended Report is the most comprehensive of the 15FQ+ expert reports. The main narrative is broken down into three major behavioural clusters: Interpersonal Style, Thinking Style and Coping Style. Further information is provided on behavioural styles and likely business outcomes such as Team Roles, Leadership Styles, Subordinate Styles, Influencing Styles and Career Themes. This is followed by a brief summary of potential strengths and development areas. The report also provides an appendix of profile charts which covers the primary and secondary factors of the test as well as criterion derived scales and response style scales.

Competency Development Report

This report uses Psytech's universal competency framework to predict respondents' typical behaviour in each of the model's competency domains. The report outlines respondents' most likely personal strengths and weaknesses in each of the model's competency domains and provides development recommendations.

Emotional Intelligence Report

This report investigates respondents' 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.

Derailer Report

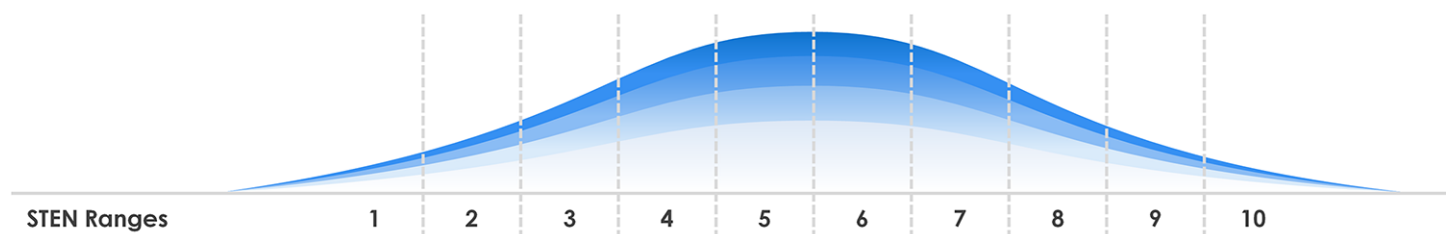
The Derailer Report describes respondents' results in terms of a series of dysfunctional behaviours that can present challenges for organisations in a variety of work settings. The report can be used to identify potential challenges which may impair an individual's performance, facilitate personal development or facilitate behavioural interviews in order to inform and support selection decisions.

Respondent Feedback Report

The Feedback Report is intended for sharing directly with respondents for their personal insight. Similar to this report, it provides descriptions of the individual's most likely behaviours within the three major behavioural clusters. It does not, however, provide potential strengths and development areas, derived work-related behavioural styles or scale scores.

REFERENCE GROUP (NORM) USED

A reference group is used to evaluate Samantha's results. Her results are presented as standardised STEN scores with Mean=5.5 and SD=2 as demonstrated in the following chart.



The following norm was used to generate this report:

Test	Norm Used	Sample Size
Fifteen Factor Questionnaire Plus (15FQ+)	Professional Managerial	1186



DERIVED DIMENSIONS

This section provides scores and brief descriptions for a variety of derived criterion scales. These include criterion scores for: Team Roles, Leadership Styles, Subordinate Styles and Career Themes. The derived criterion scales are designed to add further useful insight into the candidate's character and most likely work place behaviour. Test users should consider these criterion scores to be hypotheses about the respondent's likely work based behaviour, which should be tested with reference to the 15FQ+ profile and other sources of information.

TEAM ROLES

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

TEAM ROLE CHART

Scale	Score	1	2	3	4	5	6	7	8	9	10
Co-Ordinator	7.3							7.3			
Shaper-Driver	6.1						6.1				
Evaluator-Critic	7.7							7.7			
Implementer	6						6				
Team Builder	1	1									
Resource-Investigator	6.9							6.9			
Inspector-Completer	4.8							4.8			
Innovator	3.1										

Team Role Combination – Evaluator-Critic/Co-Ordinator

Samantha Sample has a strong team orientation and is likely to be a successful team member. She is likely to have a managerial orientation but not the social presence of one, since she may prefer to keep a low profile. Nonetheless, she should be able to involve people on a project according to their abilities, keep an eye on the prime objectives of a team, and co-ordinate resources towards these ends. Her strengths will be her ability to steer a team clear of blind alleys, to choose realistically between alternative strategies and proposals, and to evaluate suggestions critically. However, she may at times be so critical of other people's suggestions that she could dampen down enthusiasm unnecessarily. Therefore, the extent to which she can be successful may be dependent on whether she can be trusting and positive with her team whilst also maintaining her ability to make shrewd decisions. A pitfall of this approach might be a tendency to assume the role of sole arbiter in decision-making. She will need to take into account the human element of motivation and morale instead of a purely rational approach to planning a project. However, given the right circumstances, she could play a successful role as the cautious planner and Co-Ordinator of talent in an organisation.



LEADERSHIP STYLES

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Samantha Sample 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 Samantha Sample's most likely styles and not performance. Effective performance will depend on many factors including the organisational culture in which the individual is operating.

LEADERSHIP STYLES CHART

Scale	Score	1	2	3	4	5	6	7	8	9	10
Directive Leader	10										10
Delegative Leader	7.6								7.6		
Participative Leader	2.5		2.5								
Consultative Leader	7.1							7.1			
Negotiative Leader	9.8										9.8

Primary 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 led 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.

Secondary Leadership Style: Negotiative Leader

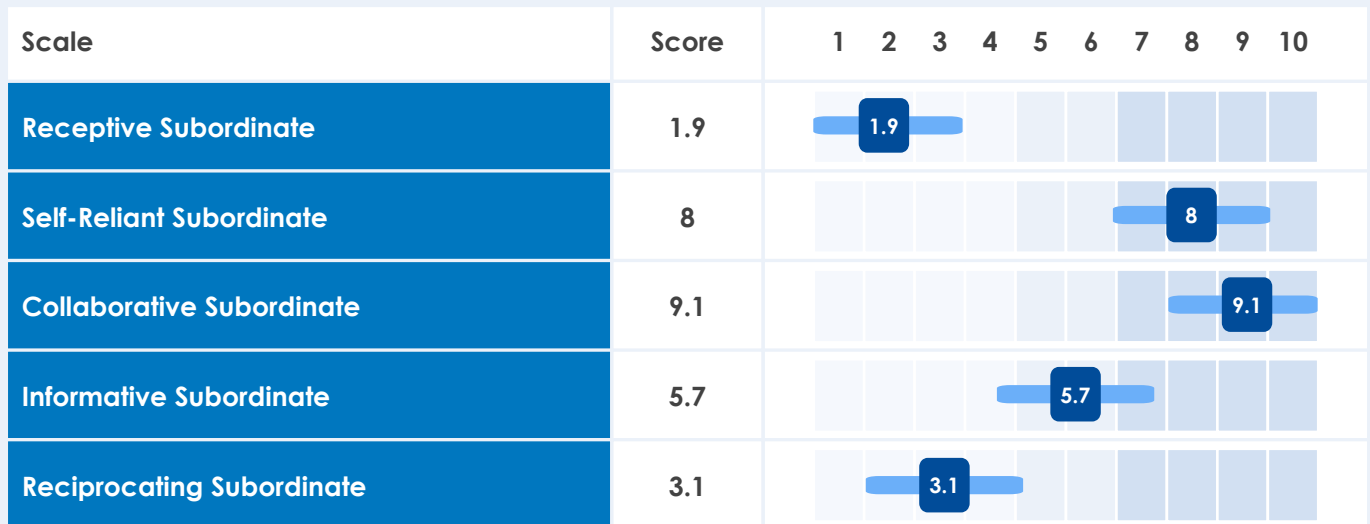
Negotiative leaders motivate subordinates by encouraging them, through incentives etc., to work towards common objectives. Hence, through a process of negotiation attempts will be made to arrive at some mutually equitable arrangement with the other members of the team so as to motivate them to work in a particular way. Negotiative leaders tend to rely on their skills of persuasion to achieve their stated goals. Many Negotiative leaders have well developed image management skills and they typically utilise these to moderate their approach according to the circumstances in which they find themselves. This capability, coupled with a desire to achieve, can mean that sometimes they adopt unconventional methods to achieve their desired objectives.



SUBORDINATE STYLES

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

SUBORDINATE STYLES CHART



Primary 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.

Secondary Subordinate Style: Self-Reliant Subordinate

Self-Reliant Subordinates tend to be most effective when working in an environment that allows them freedom to express their own ideas. They are generally innovative individuals who are also concerned with achieving results; thus, their ideas will typically be imaginative but tailored to solving the particular problem in question. However, problems may occur if such individuals are required to work in environments that require strict adherence to existing procedures and methods. In such situations Self-Reliant Subordinates tend to feel that their individuality is being stifled thus causing them to become discontented and irritable. It would therefore be inappropriate to pair them with a manager with a directive style as this will invariably result in a mismatch of approaches.



INFLUENCING STYLES

The Influencing Styles describe which of a range of styles Samantha Sample 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 Samantha Sample'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 Samantha Sample's predominant and Secondary Influencing Style is provided.

INFLUENCING STYLES CHART

Scale	Score	1	2	3	4	5	6	7	8	9	10
Confident Communicator	8								8		
Rapport Creator	4.5				4.5						
Culture Fitter	7.3							7.3			
Culture Breaker	9								9		
Enthusiast	9.2								9.2		
Perseverer	8.5								8.5		
Business Winner	8.5								8.5		
Technician	9.2								9.2		
Admin. Support	5.1				5.1						
Team Manager	5.7				5.7						

Primary Influencing Style: Enthusiast

The Enthusiast's success is strongly linked to their ability to convey enthusiasm for the idea, service or product they are promoting. They can be fairly competitive individuals and they have a strong desire to succeed. Their energetic and keen approach can have a contagious effect on their audience, thus influencing the likelihood of a positive response to the idea, service or product they are promoting.

Secondary 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 on the receiving end of solid and impartial advice.



CAREER-THEME SCALES

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

CAREER-THEME CHART

Scale	Score	1	2	3	4	5	6	7	8	9	10
Realistic Theme	9									9	
Investigative Theme	6.4						6.4				
Artistic Theme	2.2		2.2								
Social Theme	2.3		2.3								
Enterprising Theme	9.4									9.4	
Conventional Theme	3.8			3.8							

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 skills.

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.