



Combined Report



# The 15FQ+

Denise Debutante

# Combined Report

The 15FQ+

## Denise Debutante

This combined report contains 3 separate reports designed for different purposes which are described below.

### *Development Report*

This report pulls together different elements of the profile in a way that is intended to be most useful for personal development. It interprets complex interactions between the 16 factors under six key themes. These are presented as suggestions, in the form of an narrative, for the individual to consider and explore together with possible implications for development. For this reason it is written in the 2nd person since, in most cases it would be given to the individual during or following a process of discussion, feedback and review.

### *Interview Prompts Report*

This report uses the same six key themes as the development report and presents some key suggestions together with some useful questions. It is designed to help a facilitator, coach or interviewer to validate the suggestions from the profile by seeking examples of how the person behaves in real life. For this reason it is written in the 3rd person. However, there is no reason why these questions should not be shared directly with the individual – which means that this report is sometimes given to him or her. If this is the case, the reason for it being written in the 3rd person should be explained.

### *Administrator's Report*

This report calculates all the 'derived' scores associated with the 15FQ+ (Global factors, team roles, leadership styles etc.). These help a trained practitioner to explore combinations of scores which suggest particular styles. However, these suggestions need to be used within the limitations of the research. Since the individual would not be aware of this research the administrator's report would not, normally, be given to him or her.

# Development Report

The 15FQ+

## Denise Debutante

### Your profile

This report provides an outline of your interests, attitudes and style and is based on your responses to the questionnaire you completed. All the questions are summarised to give a profile on 16 key personality dimensions. These 16 dimensions were originally identified by Ray Cattell who developed a questionnaire called the 16PF. However, one of the dimensions has been significantly changed to improve the interpretation of the results. Thus the profile still gives 16 primary scores but the questionnaire is now called the 15FQ+ to reflect its evolution.

It is important to note that the scores are based on your answers to the questions, rather than being an objective measure of how you actually behave. Therefore, the report elaborates on the consequences of your own self-perception. These are not always accurate since this will depend on how honestly you answered the questionnaire and also, to some extent, how well you actually know and are able to describe yourself. It is important to recognise these limitations whilst reading the report. You are encouraged to treat the report as a summary of your likely tendencies and a more complete picture can be obtained by validating the results with extra information. It is also important to recognise that the report draws out your general style and tendencies and there will be times when you behave differently - in fact some people show great flexibility in their range and style of behaviour.

The 16 dimensions can themselves be organised into more generalised themes which have been used to structure the report. These are as follows: interpersonal style, dealing with interpersonal situations, influencing style, managing pressure and stress, thinking and decision-making style and work style.

Finally, remember that the 15FQ+ questionnaire investigates your style and your preferences, focussing on what you enjoy doing rather than on what you are actually able to do well.

### Interaction style

Your profile suggests that you are quite strongly oriented towards people and relationships. You focus on others as individuals and are likely to come across as warm and attentive. You appear to value relationships and will probably show interest in and concern for others' feelings. You are also likely to be someone who can open up and express your own feelings and this helps you to develop closer personal relationships.

You do however also like to have your own personal space at times and so would not want to spend all of your time with other people. You show a balance in this respect, valuing the time you spend with friends and colleagues, though not necessarily feeling dependent upon their company. As a consequence, you will certainly enjoy doing things by yourself from time to time and will enjoy a sense of independence. At others times, you will be happy to join in with what others are doing. On the whole therefore, you are likely to fit quite well into a team and other people are likely to see you as someone who is understanding, compassionate and empathic.

When it comes to dealing with people, it appears that you are as socially confident as most people. Whilst some social situations (such as giving a public talk) will probably make you feel anxious, this is true of many people until they are well practised. When meeting new people at a social level you seem slightly more confident than most others would be.

### Dealing with interpersonal situations

Your responses to the questionnaire suggest that you try to be quite tactful in your dealings with other people. You try to consider other people's feelings and the sensitivities of the situation and try to choose your words carefully and to adjust your behaviour to what the situation requires. On the other hand though, there will be situations where you will be prepared to be more outspoken and where you will feel that plain speaking is required rather than diplomacy.

This may be partly due to the fact that you seem to find it difficult to trust people. You may have a tendency to over-interpret people's motives and suspect them of not having your interests at heart. Perhaps you feel that other people do things too much for their own gain. Such scepticism can make you hard to fool and this can be a valuable asset in certain circumstances: for example, where there is a need to carefully assess the ideas and motives of other people. Perhaps your critical approach could be seen as making a real contribution in many circumstances. You may, however, need to be careful about being over sceptical of people's intentions and especially of their views towards you. Under some circumstances, you may see negative intent when it is not actually there.

## Influencing style

From your responses to the questionnaire, it seems that you have a good level of confidence when putting your point of view across or defending your opinions and your actions. You seem able to express your views strongly and also to be confident in defending yourself against counter-arguments. Given also your enjoyment of ideas and other forms of intellectual stimulation, you probably enjoy lively debates and will want to make sure you push our own points home.

In many situations, this sort of style can be both appropriate and extremely effective and may earn you a reputation for pushing things forward and getting decisions made. At the same time though, it is important to bear in mind that expressing one's views assertively may not always be the most effective way to win people over and that it is also important to listen carefully to the arguments of other people and to show them that you appreciate their point of view. This is especially important in the case of leadership positions where one must focus on long-term relationships as well as immediate objectives.

In your own case, though, it does seem from other aspects of your profile that you are sensitive towards the thoughts and feelings of other people. This is a quality to build upon as it will help you to empathise with others and understand their points of view in terms of their own perspectives.

On a different point, a factor that may interfere with your effectiveness at influencing others is your tendency to reflect and go over things that have happened in the past. Since you indicate a higher than average tendency to worry, there is a danger of you becoming overly self-critical and this could make you feel less self-assured and less confident about what you intend to say. Added to this is that your responses to the questionnaire suggests an above average level of suspicion and distrust of others' motives. This could make you critical of others and, combined with your forceful and assertive approach to influencing others, could make you come across sometimes as harsh and over-zealous. Perhaps your tendency to worry is linked to an underlying desire to get things right - a characteristic that can be very useful in many circumstances. However, you need to be careful that this does not cause you to abandon your beliefs too readily. You also need to make sure that you don't do the opposite - i.e. Adhering too strongly to your point of view in an effort to prove yourself. This could make others see you as rigid or intransigent.

## Managing pressure and stress

Your responses to the questionnaire suggest that you can sometimes react to situations a little emotionally, but not to a level that would make you very different from many other people. There may be times when you might feel a little troubled by situations and may find that your mood can vary depending on what is going on and what might have happened. Though again, you are not very different from many people in this regard.

However, you do also describe yourself as rather prone to worry and self-doubt. Perhaps you spend excessive time worrying over things that you feel you could or should have done better. Perhaps you blame yourself for things that are not really your fault or you feel unnecessarily guilty about things outside your control or responsibility. Do you sometimes experience strong feelings of self-doubt, self-recrimination or even self-pity?

As regards being able to wind down and relax, it does seem that you do not let your doubt and recrimination build up as inner tension and frustration for too long. This may mean that you tend to worry mainly when people or circumstances remind you of things that have happened, but that you do not then continue to turn things over in your mind long after the event. So you are probably able eventually to find the time to relax at the end of the day.

To conclude, it may be worth reflecting upon whether your tendency to worry and to doubt yourself is really justified. People sometimes try to live up to an ideal of who they should be rather than simply being content to be themselves. Sometimes also a person will focus only on the negative things in their life and fail to see any of the positives. If you feel that these possibilities might be relevant to you, then consider whether you might indeed be trying to live up to an ideal and, if so, where that ideal could have come from in your past. Also, try to focus on the positives. Look at your qualities and try not to dismiss them, no matter how insignificant they might at first appear to you.

## Thinking and decision making style

Your responses to the questionnaire suggest that you use an internal frame of reference to guide your decision-making, basing your decisions more on inner intuition than on objective realities. This does not mean that you are unaware of objective reality but simply that it is not as important for you as it is for most people. As a result you are more likely to trust your natural intuition than to seek justification in purely rational and objective argument.

Such a profile is often found in people who are attracted to areas of life in which complexity, sensitivity and subtlety are important (for example, culture, philosophy and the arts). The more objectively or practically based fields such as science and technology may have less appeal for you - though if they do appeal to you, then you will probably bring a more creative and intuitive approach to them than others might. A consequence of this sort of thinking style is that you do not need things to be black and white and can be comfortable with situations where there are ambiguities or where different value systems must be balanced with each other.

Your profile also suggests that you seem to strike a balance between imagination and thought on the one hand and practicality and attention to immediate issues on the other. You will be prepared to devote at least some time to exploring ideas and looking at different possibilities, but not to the extent that this would cause you to fail to deal with the issues at hand.

In terms of your general thinking style, you would probably describe yourself as someone who enjoys intellectual challenges and dealing with complexity. Your naturally subjective approach will make you curious about situations and you will be keen to explore different ways of looking at and understanding situations and finding practical steps to take towards a solution. This type of approach can be of great value in stimulating ideas - both your own and other people's. However, you need to be careful that you do not ignore the need for objectivity, especially when it comes to weighing up and evaluating alternative ideas and solutions.

In addition to your interest in the subjective and intuitive, it seems you also very much enjoy the unconventional. This makes it likely that you will embrace novelty and change and get excited by new and different approaches. Rather than accepting the status quo, you probably prefer to think of some way to introduce novelty or to be more radical. It may be that you are a constant source of ideas yourself or that you are constantly on the lookout for new ideas and innovations around you. This does not however necessarily guarantee that these ideas are well judged or realistic and so you may sometimes need to place a little more trust in tried-and-tested approaches. You might like to consider whether there have been situations where a more careful analysis of the situation would have been useful before you forged ahead with your ideas.

## Work style

When it comes to managing and structuring the world and events around you - whether at work or at home - you seem on the whole to prefer organisation over disorganisation and feel a reasonable degree of concern for doing things correctly and according to a particular method, structure or schedule. However, this is not something you appear to want to overdo. There will be occasional circumstances where your preference will be more towards flexibility and where you will not want to be constrained by plans and schedules, instead letting yourself be more spontaneous and perhaps making up the rules as you go along. This balance between organisation and flexibility means that you can probably fit in with different types of work environment, being able to structure your work and follow plans and schedules when necessary but also being able to work in a more unstructured environment in which there is more of a need for spontaneity and a need to cope with the unpredictable. Added to this is that you do seem to have a natural enthusiasm and energy. This should make you someone who is quick to respond and ready to join in with others whatever they are doing, both in relation to work tasks and also social activities.

In addition to this, it appears that you have a strong sense of what is right and wrong. You value self-discipline and have clear ideas of what constitutes acceptable codes of conduct. This is probably associated with a high sense of duty and a respect for protocol. You are likely to get satisfaction from doing what is expected of you and you probably expect others to do the same. This is not necessarily to say that your own view of duty and correct behaviour will be the same as that of others. It may or it may not be. However, it does seem that you have clear standards for your own behaviour and achievements and you are likely to work hard to meet these standards.

Overall then, your strengths will lie in your ability to adapt to different work environments, your strong sense of self-discipline, your motivation to achieve the standards you set yourself and, as mentioned previously, your considerable enthusiasm for novelty and change.

## Team Roles

Your profile suggests particular styles of contribution to a team. Below are descriptions of what appear to be your two most natural roles and your least natural role.

*When working as part of a team your preferred role is Innovator.*

The **Innovator** likes being innovative, inventive and creative. Innovators like to provide the seeds and ideas from which major developments spring. They may prefer to work alone, or at least having some private time to think deeply about the issues they face - but they may need others to draw out their best thoughts and ideas. Their imagination sometimes means that they are not always practical or grounded and often benefit from 'checks and challenges' from others. They are particularly useful at the beginnings of projects or when projects are failing. Innovators are often founders of companies or originators of new products.

An Innovator's style tends to be introverted and abstract. They like building ideas and models in their own heads which can mean that they do not always see the practical issues or the need to communicate their ideas in a way that the realists can understand.

Innovators are motivated by opportunities to explore new ideas and come up with novel combinations. They can be bright and intellectual, enjoying challenge and stimulation. Given the time and space within a team, they can generate ideas and new proposals and help to solve complex problems. They can be quite sensitive to criticism and praise - being easily offended by the former and responding well to the latter.

However, Innovators can be **off-hand and** critical with other team members and have difficulty communicating their ideas to others. They can be particularly intolerant of people who are less bright. They do not suffer fools gladly and can be prickly and difficult to work with.

*Your second-preferred team role is Resource Investigator.*

The **Resource Investigator develops and** extends the contacts that are useful to a team - life's natural networkers. Resource Investigators tend to enjoy exploring and experimenting and keeping themselves and others up to date. They are quick to pick up new ideas and like to persuade others to adopt them. They are also important in creating a lively team atmosphere and keeping people engaged and talking - all of which helps maintain harmony within the team.

A Resource Investigator's style is likely to be engaging, enthusiastic, warm, extraverted and friendly. They enjoy being quick on their feet, seeking out new and extra information and being prepared to adapt and communicate with a clear focus on the audience. Their energy and flexibility can save the day when an idea or project which is floundering, needs an injection of ideas or energy. The fact that they thrive on lots of contact and interpersonal communication makes them a natural choice to develop relationships both inside and outside the company. People may see them as the natural link and liaison person - the broker and negotiator.

The motivation for a Resource Investigator is the scope and freedom to explore internal and external contacts, the flexibility to negotiate, and a fairly constant stream of challenges. In times of imminent failure Resource Investigators can be useful for looking into every corner for useful information which may save the day.

However, Resource Investigators **need to** beware that their style is contributing appropriately. Their tendency to become bored easily means that they are often seeking stimulation and ways to fuel their enthusiasm. At the right time this can be stimulating and fun. At the wrong time this can be disruptive and distracting. They have a tendency to seek new things which can mean that they start many things but leave projects unfinished. They also need to beware of over-stretching themselves - especially if this will require being systematic and an eye for detail. Such situations can make their energy flag and they can suddenly feel quite exhausted. Their natural reaction to move on and explore the new means that they can avoid detail, neglect systems and create chaos.

*Your least preferred team role is Implementer.*

The **Implementer** enjoys getting the objectives clear, developing a plan and putting it into action. Implementers tend to turn ideas into action, to clarify what needs to be done, to pay attention to getting the detail right and generally getting things organised.

An Implementer's approach is likely to be calm, controlled, thorough and self-disciplined. As a result they tend to do what needs to be done rather than what they like to do. This can make them loyal, dependable and efficient helping teams to concentrate on the relevant, essential and feasible. Where there is a need for perseverance, practicality and common sense, they are likely to come into their own.

Implementers are more motivated by doing the right thing and getting practical results and less by self-interest.

This means that they often progress to senior posts because of their loyalty and competence. They gain personal satisfaction from seeing a job well done in an orderly way and like to be recognised for their organisation, efficiency and effectiveness. They tend to keep calm in a crisis, keeping a focus on what needs to be done and helping to avoid the spread of anxiety and panic.

However, Implementers are **less** likely to be comfortable in a flexible environment and may lack the spontaneity necessary to deal with it. They may find it hard to deal with people who are too abstract or creative and can be seen as conservative, pedantic or even rigid.

## Final remarks

We hope that you have found this report useful. It should act as a mirror - reflecting back some of the implications that arise from the way you answered the questionnaire. You may find it useful to highlight the areas that have particular resonance for you and to summarise the implications (if there are any). You may also identify areas where you are not sure whether the report is fully accurate. These areas can be particularly useful to discuss with a colleague or coach. Whilst the report does not always get everything right, it sometimes identifies areas that are known as 'blind spots' which can be useful to consider and explore in more depth.

# Interview Prompts Report

The 15FQ+

Denise Debutante

## Introduction

This report suggests questions that are designed to explore a person's 15FQ+ profile in order to validate it and to see how the person manages their expressed style. The primary factors are organised into six main areas or themes. The report gives a very brief description of what the theme involves and then prints a profile of the main contributing factors. This is followed by a number of questions which are designed to help the person to explore and validate the profile.

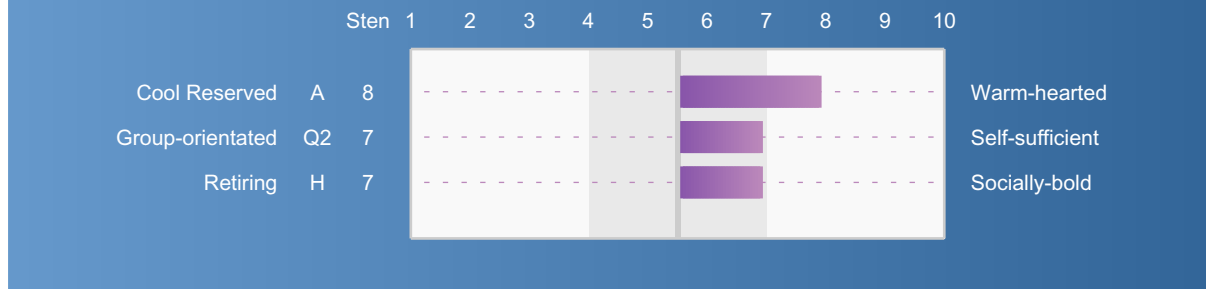
The first questions within each area are general questions designed to get the person talking about their style. These are then followed by a number of specific interpretations based on the profile, together with some follow-up questions which encourage a deeper exploration of how the person behaves. This information may affirm or disaffirm the profile and can lead to a more rounded interpretation of the person's style.

Where the question begins with 'Your profile suggests that . . .' it can be a good idea to check whether the person agrees before continuing.

The introduction to each section explains how specific scales in the profile contribute to the area in question. For each of the six areas, a variety of different profile patterns are possible and it is important to consider how the scales within each area interact with one another.

Within each section below, a number of different questions are suggested. Naturally there is no requirement to use all of these questions. You should select the questions to use according to the purpose and intended length of the interview/discussion.

## Area 1: Interaction style



### Area definition

This area deals with a person's style when in the company of others. Some people are more outgoing and gregarious, enjoying the company of others, enjoying doing things with others and not feeling inhibited by the presence of others. Other people prefer being more independent or self-contained. They may get more enjoyment from relying on their own resources and their own company - or that of a few close friends. If someone shows elements of both extremes it can be useful to question them in order to understand better what they are saying about their preferences.

*To explore this domain you may like to open with the following question:*

How would you describe yourself in terms of having close personal relationships with your work colleagues?

*The following are some more specific questions from this area:*

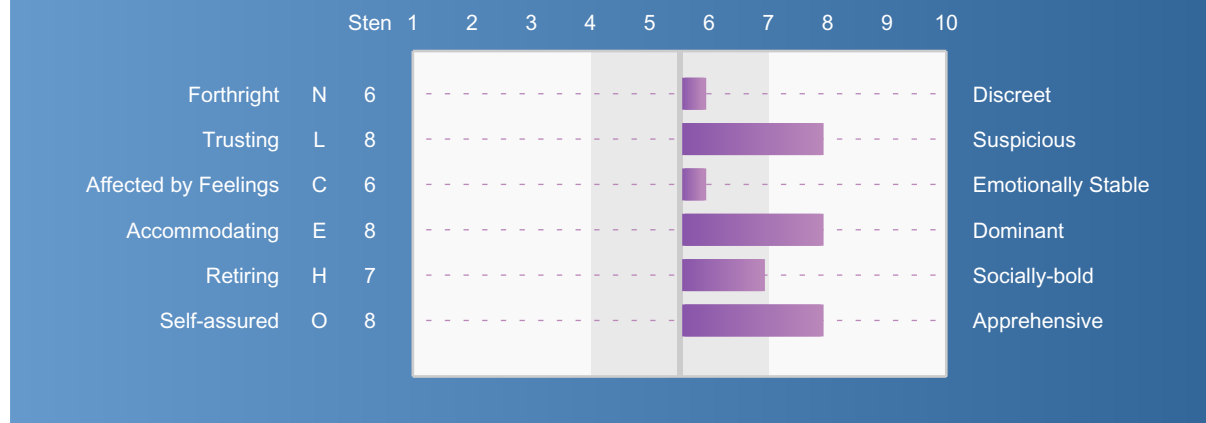
Your profile suggests that you place a very high value on connecting with others.

- What does this mean to you?
- Can you help me understand how this comes across to others - how might they describe it?
- How does it help and how does it hinder you in the work you do?

Your profile suggests that you do not require a high level of interaction.

- How do you think others describe your style?
- Can you give me examples of when you clearly chose not to consult others?
- Describe when people have reacted well/badly to your approach.

## Area 2: Dealing with interpersonal situations



### Area definition

This area focuses on the way a person thinks about themselves and others. Some people regard themselves as open and willing to reveal their thoughts and feelings. This can make them quite transparent and trustful or sometimes blunt and undiplomatic. Others tend to be more careful in what they reveal. This can make them seem more tactful and diplomatic or perhaps even guarded and suspicious. If someone shows elements of both extremes it can be useful to question them in order to understand better what they are saying about their preferences.

*To explore this domain you may like to open with the following question:*

Most businesses are based to some extent on trust. What are the advantages and disadvantages of this that you have seen at work?

*The following are some more specific questions from this area:*

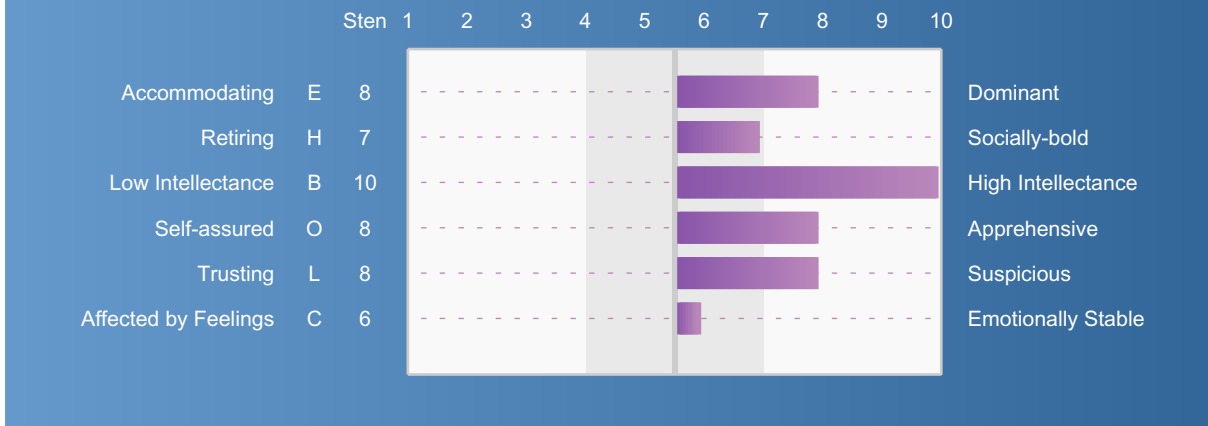
Your profile suggests that it is very hard to gain your trust.

- Tell me about a time when you were justified in mistrusting a colleague.
- Can you give me some examples that illustrate what people have to do in order to gain your trust?

Your profile suggests that you are not one who would normally avoid confronting issues directly.

- Can you think of a time when you did avoid?
- What were the circumstances?
- Why was this different?
- What did you learn from it?

### Area 3: Influencing style



#### Area definition

This area focuses on the style in which a person will attempt to influence others and assert his or her viewpoint. Some people are very happy to express their opinions and can come across as very self-confident in the process although this can sometimes become over-confident or argumentative. Others are more accommodating and willing to listen and accept others point of view which can come across as helpful but sometimes it may be overly humble. If someone shows elements of both extremes it can be useful to question them in order to understand better what they are saying about their preferences.

*To explore this domain you may like to open with the following question:*

How would you describe your approach to intellectual challenges? How would others describe it?

*The following are some more specific questions from this area:*

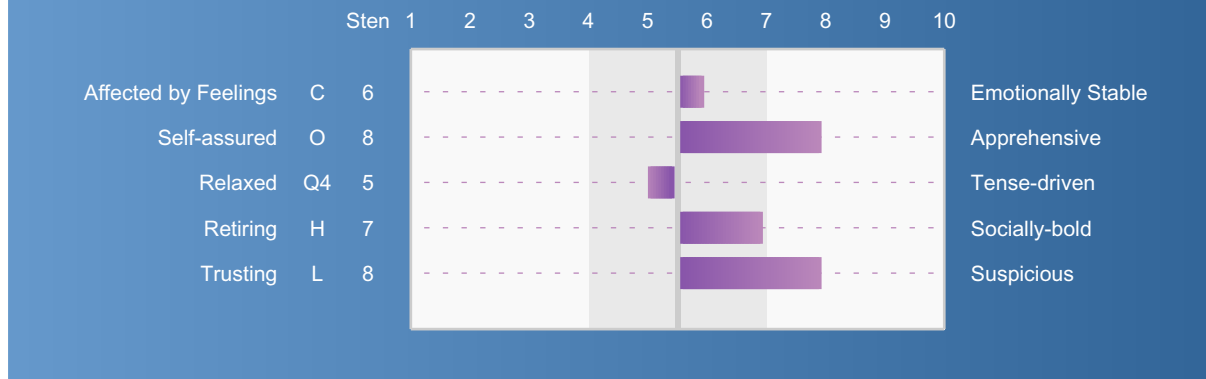
Your profile suggests that you enjoy complexity.

- Can you describe a situation where you have had to communicate something of great complexity to someone else?
- What did you do?
- What difficulties did you encounter?
- How did you resolve them?

Your profile suggests that you may not always be seen as a team player.

- Give an example of how you have engaged and involved others in the team.
- Who set the agenda or the targets?
- How did you know that they wanted to co-operate rather than simply being compliant?

## Area 4: Managing pressure and stress



### Area definition

This area focuses on people's emotional response to situations. Some people have a high resistance to stress, have an optimistic view of the world and feel able to cope with life's challenges. Others are more sensitive to the stresses and strains of everyday life and may have a less positive view of the world - sometimes stemming from a lack of self-belief. If someone shows elements of both extremes it can be useful to question them in order to understand better what they are saying about their preferences.

*To explore this domain you may like to open with the following question:*

Describe both a success and a failure. What credit do you take in each case?

*The following are some more specific questions from this area:*

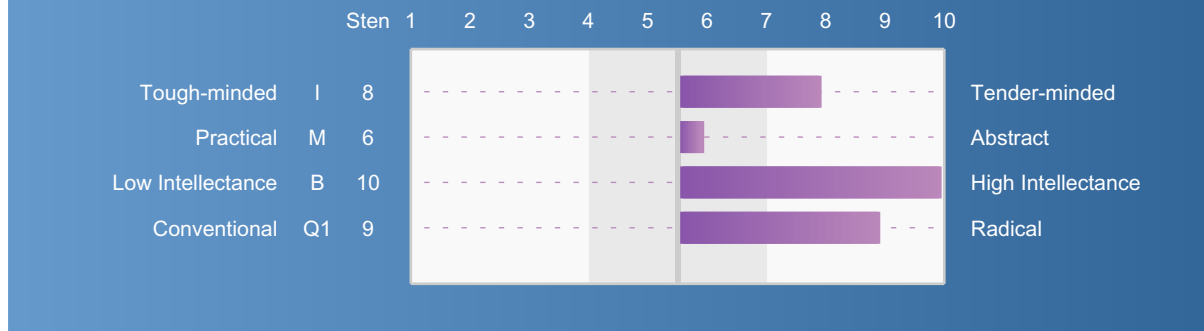
Your profile suggests that you seem to worry a great deal about things that have gone (or might go) wrong.

- Can you give me some examples?
- What is your greatest current concern?
- Who do you blame for that?

Your profile suggests that you can be prone to disbelieving or even blaming people.

- Can you give me some examples of when this has been justified and not justified?
- What have you found to be the dangers of trusting people too much too soon?
- How have you avoided doing that?

## Area 5: Thinking and decision making



### Area definition

This area focuses on how a person thinks and what is important to them when they make decisions. Some people are highly conceptual, enjoying the world of abstract ideas, intuition and possibilities. Others are more grounded and objective preferring things to be clear, practically oriented and concerned with results and outcomes. If someone shows elements of both extremes it can be useful to question them in order to understand better what they are saying about their preferences.

### To explore this domain you may like to open with the following question:

Describe how you deal with people who are more interested in simple and practical issues rather than the complex or theoretical ones.

### The following are some more specific questions from this area:

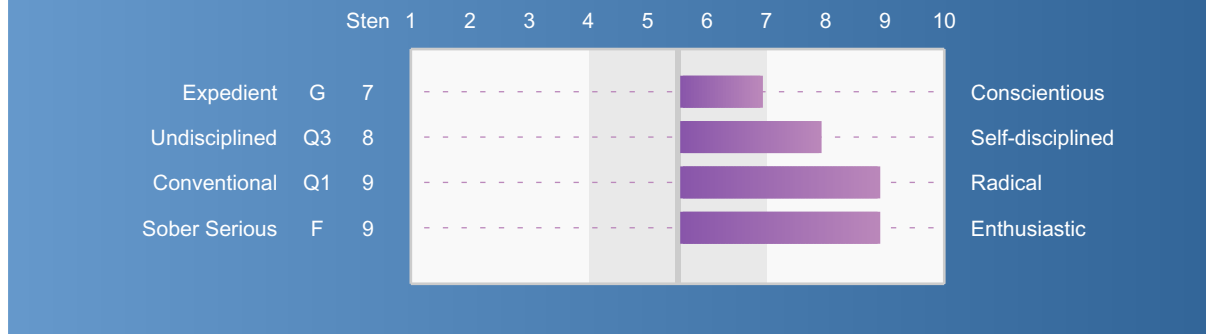
Your profile suggests that you place a high value on people who are clever and intellectual and you may, therefore, make more practically focussed people feel less valued.

- Do you recognise this in yourself?
- Can you give examples of when this has happened?
- What were the consequences?
- How does this affect your relationship with them?

Your profile suggests that you thrive on variety.

- Can you give me some examples?
- How did you manage the difficulty of doing many things but also concentrating on getting things done?

## Area 6: Workstyle



### Area definition

This area focuses on how a person organises themselves, their work and the world around them. Some people are more organized and structured, perhaps imposing self-discipline or a dedication to duty in the way they approach their work. This sometimes lead to a degree of rigidity. Others are more flexible in their approach preferring to take things as they come and responding to the urgencies of the moment. This sometimes leads to a degree of disorganisation. If someone shows elements of both extremes it can be useful to question them in order to understand better what they are saying about their preferences.

*To explore this domain you may like to open with the following question:*

What changes do you envisage in your job/business/industry over the next year or so? What do you see as the pros and cons?

*The following are some more specific questions from this area:*

Your profile suggests that you are a great seeker of novelty and difference.

- Can you give me some examples?
- What effect did these have and what was your part in bringing that about?
- What resistance did you experience?
- Describe how you have influenced some of your less enthusiastic colleagues.

Your profile suggests that your liveliness means that you could get easily bored.

- Give examples of where and when this has happened.
- What were the consequences?

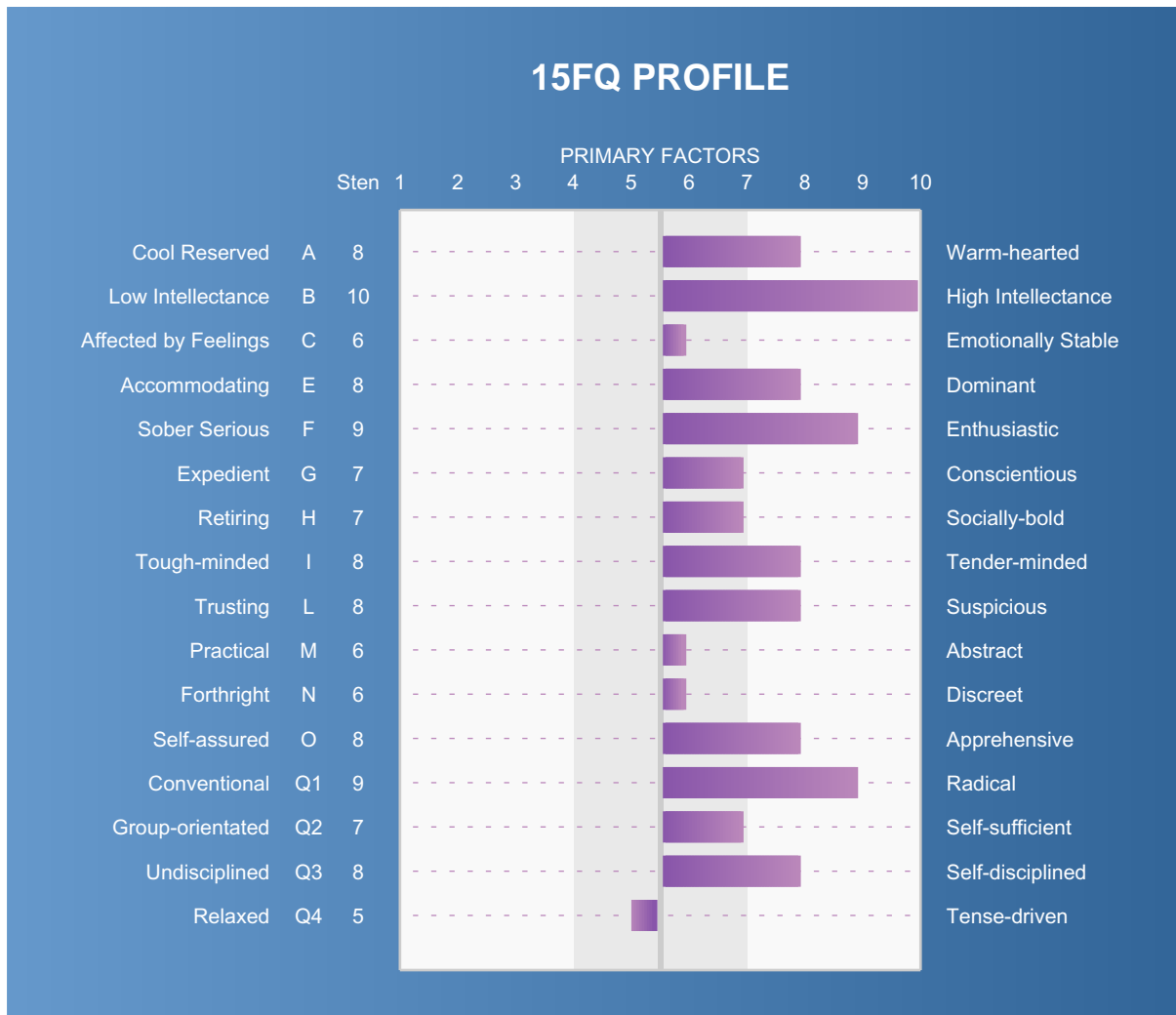
# Administrator's Report

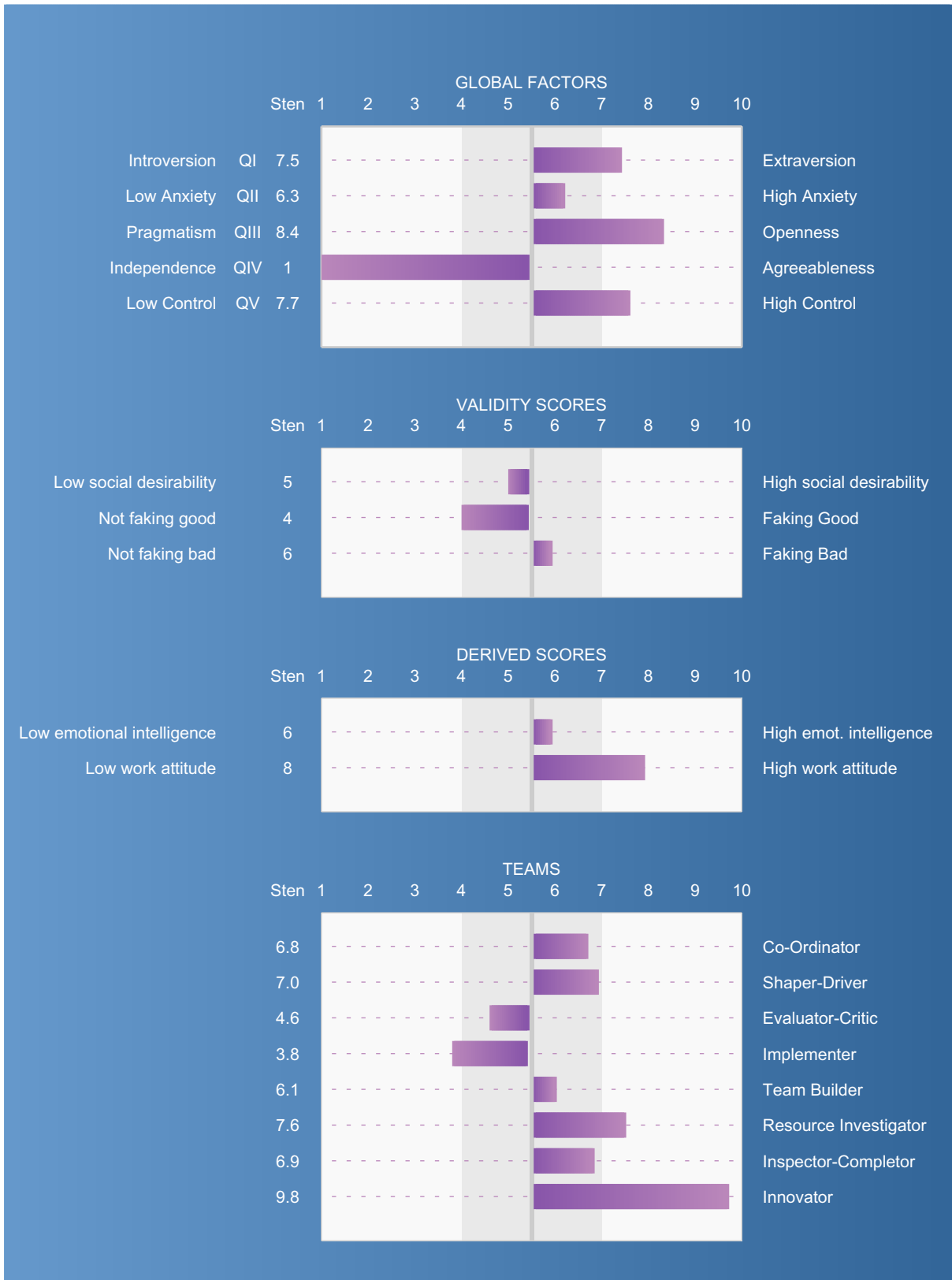
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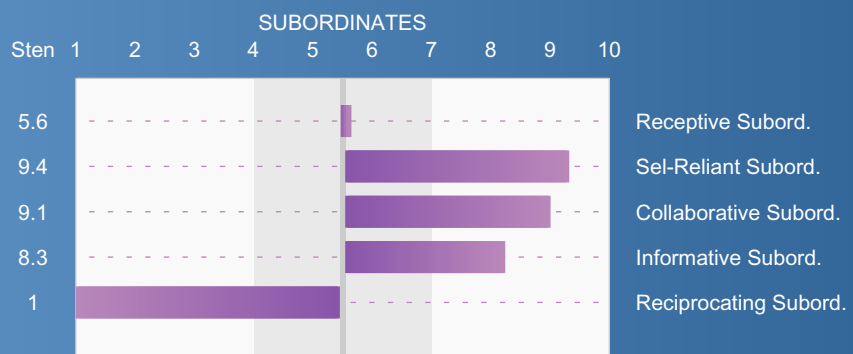
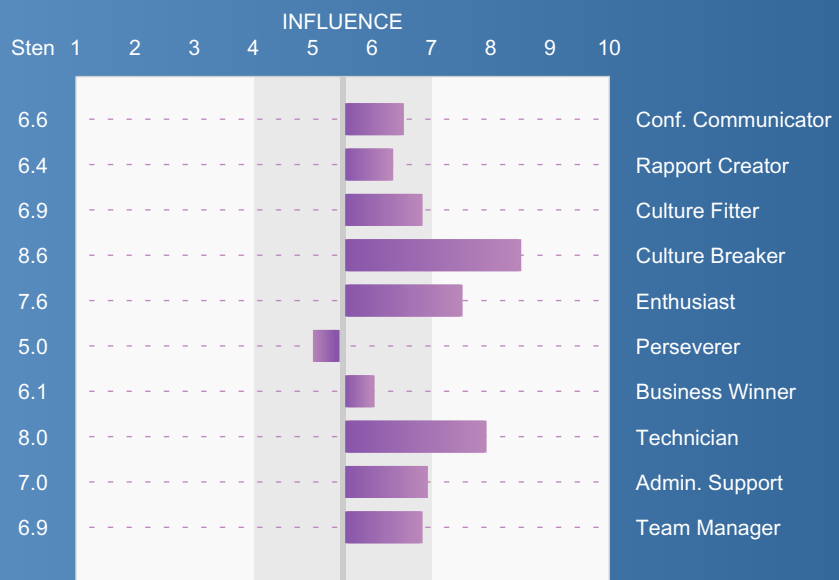
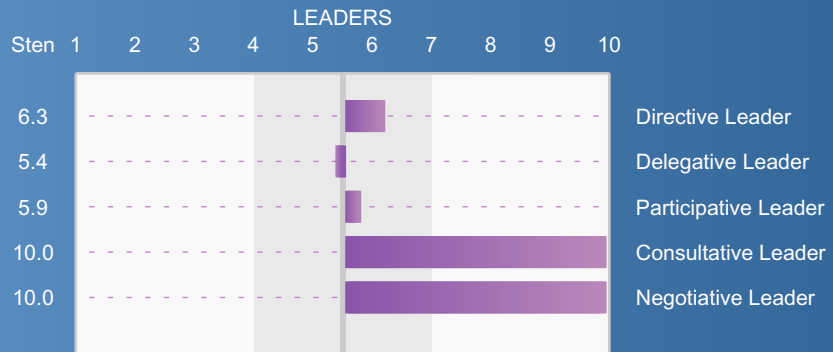
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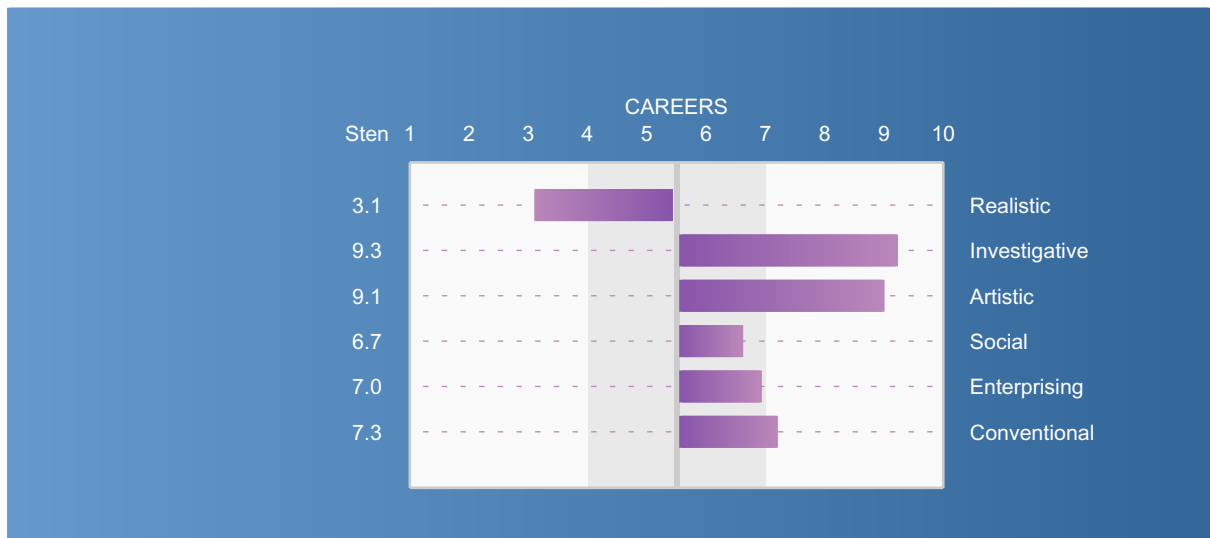
## Introduction

This report provides the respondent's scores on the 15FQ+ questionnaire. The 16 primary factors are firstly shown in the graph below. On the remaining pages, the secondary factors, the validity scores and other remaining derived scores are shown along with the raw scores for each of the 16 primary factors. Further information on the composition of the derived scores can be obtained from the 15FQ+ manual.









## Raw Scores

The following table shows the raw scores obtained by the respondent on the 16 primary scales of the questionnaire.

A	22	B	24	C	15	E	20
F	23	G	20	H	18	I	22
L	14	M	13	N	19	O	22
Q1	19	Q2	12	Q3	22	Q4	10

Date tested: 30/4/2010 Norms used: Professional and Managerial (n=1186)  
 ID/REF: ABX-470; email: denise@debutantesanon.co.uk  
 Where Heard = On the internet; Job title = Managing Director; Department = Dept. of public works