



Feedback Report



The 15FQ+

Denise Debutante

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Introduction

This report provides an outline of your interests, attitudes and style and is based on your responses to the 15FQ+, a self-report personality questionnaire. The analysis of your responses to the questions contained in this questionnaire has generated 16 separate scores which provide a picture of you in terms of the 16 dimensions which are thought to underlie human personality.

It is important to note that since the 15FQ+ is a self-report questionnaire rather than an objective measure of how you actually behave, the picture presented in this report is based principally on your own self-perception. To some extent therefore, there can be no guarantee that the descriptions contained in this report will be accurate. This will depend very much on how honestly you answered the questionnaire and also, to some extent, how well you actually know and are able to describe yourself. The report also cannot give a complete picture of you as a person. Rather, it attempts to describe your general style and tendencies and there will be times where the way you actually behave in a given situation will depend very much on the circumstances in question at the time.

The 16 dimensions of personality which are covered by the 15FQ+ questionnaire are based on those investigated in the research of Raymond Cattell, a British psychologist. These 16 primary dimensions can themselves be organised into more generalised themes (for example, extraversion, emotional stability) which can give yet further insight into your personality. Note however that the 15FQ+ does not assess your ability. For example, a person might demonstrate a 'decisive' style of personality without necessarily having the cognitive skills to make intelligent decisions. Rather, the 15FQ+ investigates your style and your preferences, focussing on what you enjoy doing rather than on what you are actually able to do well.

The following sections of the report provide a description of your personality, as assessed from your responses to the 15FQ+ under the following main headings: interaction style, dealing with interpersonal situations, influencing style, managing pressure and stress, thinking and decision-making style and work style.

Interaction style

You are slightly more likely to enjoy making contact with other people than most. This would usually make you appear attentive, warm and friendly. You are less likely than most to become closed, distant or defensive. Whilst you are likely to go out and make contact with other people this may not be in a social situations since you may meet your needs in more quiet one to one situations.

You have a tendency to approach social situations with more confidence than most people and are likely to enjoy group situations which present a challenge. You are likely to initiate social contact and not to be over intimidated by others. This may make you seem comfortable in new social situations.

You are someone who is fairly happy to rely on your own resources and you may not confer with others as much as most people. This does not mean that you avoid people, but it can make you individualistic and selective about whom you choose to see or consult. By not being particularly socially dependent, you can probably resist social pressure and you create enough personal time to follow more individual interests. There is a slight danger that this style makes you less willing to pull together with a group or team than some other people.

Dealing with interpersonal situations

You are someone who is likely to question the actions or motives of others to a slightly greater degree than most. People may need to earn your trust before they can get close to you. You may sometimes be seen as sceptical or wary in your attributions of others' motives.

You tend to give as much consideration as most people to your impact on others, thus using tact and diplomacy, but not entirely sacrificing your natural judgements and wishes.

Influencing style

You are someone who appears more likely to put your own issues and opinions forward than most. Alternatively, this may reflect itself in a confidence or independence which allows you to go your own way. You may appear forceful, dominant, opinionated or just stubborn. This style does not always mean that you need to be assertive with others. In mature people this style is based on self-confidence without the need to score points over others. However, this style is also sometimes related to a need to compete and to prove that you are right. This can sometimes be associated with aggressiveness or unreasonable stubbornness.

The fact that you are fairly confident in social situations means that factors in the situation are unlikely to affect you greatly when trying to get your point of view across. Because of this, you are unlikely to find particular difficulty when expressing yourself in front of large numbers of people or when presenting an argument to an audience.

Managing pressure and stress

You are likely to feel that you cope with the daily stresses and strains as well as most people. Some pressures you can take in your stride and others you find yourself reacting to, and expressing your feelings. You tend to be as stable as most people and experience moods neither more nor less than others.

You are someone who shows a slightly greater tendency than most to worry and you may be prone to feelings of guilt. You may criticise yourself unduly and this could mean that you have a slightly lower self esteem than the average person. Others may try to get you to have more confidence in your own abilities and to start believing in yourself.

You are likely to experience frustration as much as most people but are generally able to respond to the pressures of everyday life. After a particularly hard day you may find it difficult to wind down. You seem to have a similar level of energy to most people.

Thinking and decision-making style

You appear to be much more able than most to see patterns and relationships. This can help in the solving of more abstract problems and you may learn more quickly than most people.

You are likely to be more appreciative of subtlety and complexity than most people. This can make you quite tolerant of ambiguity, but you may be prone to over complicate issues at times. Some may see this as a tendency to tolerate woolliness. However, sometimes, such complication is appropriate and your critics may not be able to appreciate the subtleties that you do.

You may have a tendency to see beyond the obvious but may not develop the possibilities any more than most people.

You express an approach which is stimulated by change and you may well be someone who questions the status quo. This can sometimes come across as change for change sake and you may need to convince others more thoroughly than you may feel is necessary. Sometimes you may find it valuable to analyse your own motives for promoting change and to appreciate the views of your more traditional colleagues.

Work style

You are likely to enjoy action and to be lively and enthusiastic in your interactions with others. This may sometimes be seen as somewhat impulsive and could mean that you tend to move on to new things since you may become easily bored. This could express itself by you seeking external or social stimulation to a greater degree than most people. It may also help you to be more optimistic and resilient, thus making you prone to bouncing back more quickly than most.

You are likely to have a fair sense of what is right or wrong. This can make you seem responsible and conscientious. If overdone, it may make you appear as somewhat inflexible or rule-bound.

You seem to have a reasonably clear view of who you are and where you are going. This clarity can help you to know what your goals are and can sometimes cause you conflict when you do not achieve them. However, a clear self view is often associated with a more organised approach to life.

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.

Date tested: 30/4/2010

Norms used: Professional and Managerial (n=1186)