



Development Report

The 15FQ+

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your profile

This report provides an outline of your interests, attitudes and style and is based on the 15FQ+ questionnaire which you completed. Your responses to the questions have been summarised to create a profile for you on 16 key personality dimensions.

These 16 dimensions can themselves be organised into a number of themes which provide the main headings for this 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.

It is important to note that this report is based on your answers to the questions in the 15FQ+ questionnaire and therefore describes your self-perceptions rather than your actual behaviour. The accuracy of the report therefore depends on how honestly you answered the questionnaire, how well you know yourself and how well you are able to describe yourself.

You should therefore treat the report as a summary of your likely tendencies rather than a detailed and accurate description.

Remember that the report focuses upon 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.

Remember also 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

Prefers the background to the foreground

Your profile suggests that relationships with others are of importance to you but not as important as they are for many others. At times, you will express an interest in other people and will express warmth and attentiveness towards them, but at other times you may veer more towards being reserved, holding back your feelings and not showing an outwardly obvious interest in the feelings of others.

In a similar way, you show some orientation towards group processes, but would probably not describe yourself as a highly group-oriented person. Sometimes you will probably quite enjoy working with others and making decisions with them. But at other times you would prefer rather more independence, being able to make your own decisions and decide for yourself what you are going to do.

More generally though, it seems that you do not have a great deal of social confidence. You are unlikely to enjoy being at the centre of attention and may often feel rather shy when in the company of others. Perhaps some social situations make you feel somewhat anxious - especially if you are expected to perform or be in the spotlight. You probably prefer to deal with a few people at a time. You might find some larger social gatherings can be interesting and exciting. However, a room full of people you don't know may not be your preferred venue since you do not always find it easy to be the one to initiate interaction. You may find that taking social initiatives is somewhat intimidating and anxiety provoking and perhaps giving a talk or making a presentation may be a bit of an ordeal until you are well practised at it.



dealing with interpersonal situations

Shy, cautious and prone to hold back

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.

It seems that on the whole you feel able to trust other people - at least as much as most people do. You seem to take a reasonably positive view of human nature and will often assume that people have your best interests at heart. This is not to say though that people will be able to pull the wool over your eyes, as from time to time, you will be sceptical and will not always be prepared to take people at face value or give them the benefit of the doubt. On most occasions though, your natural inclination will be to be more 'accepting' of others rather than critical or suspicious.

On balance therefore, you are likely to come across as someone who normally takes a fairly open and straight-forward approach to people and who, on the whole, views others positively and can make them feel accepted and trusted.



Listens and accommodates

Your responses to the questionnaire suggest that you do not find it easy to defend your opinion or your point of view when faced with possible opposition from others. This is not a matter of simply not knowing what to say but rather a question of having the confidence to say it and to assert your opinion. This may in part be related to the fact that you seem to have very little confidence in social situations and may feel very anxious when put on the spot or when someone is taking issue with what you say.

On the whole therefore, you will feel happier when you have to influence people in a non-competitive environment - for example, when there are relatively few people present, when others are obviously accommodating and encouraging or where you are able to put forward your opinions in writing rather than in face-to-face situations. It will also help you if you already have either a reputation, a role or a position of authority that make people listen to what you have to say. In such situations, your influencing style would probably be described as quiet and non-assertive. In contrast, situations where you have to 'fight for your corner' or stand up for yourself or others will be less easy for you, especially when dealing with people you do not already know. Since you seem also not to enjoy the finer points of intellectual debate, you are likely to find situations particularly difficult where you feel there is intellectual competition amongst those present or where you feel pressurised to come across as knowledgeable.

A further factor that might explain your reluctance to defend your viewpoint strongly is your tendency to worry and go over things that have happened. You could be being too self-critical and, if so, this will make you feel less confident in the arguments you are trying to get across. Perhaps also you tend to feel overwhelmed if you feel that others have strong counter-arguments against your position. Worry and lack of self-confidence often come from a desire to get things right and this, whilst useful in many ways, does have its drawbacks. On the one hand, it can cause you to doubt and perhaps even abandon your point of view. On the other hand, it can have the opposite effect, causing you to adhere too strongly to your point of view, even in the face of insurmountable evidence. In the latter case, you then stand the risk of coming across as uncharacteristically rigid or intransigent, while at the same time, also failing to achieve your objectives.

In conclusion, your approach to influencing other people is unlikely to be by asserting

your point of view but is more likely to be by the use of gentle persuasion. It is a style which will work best in very specific situations where you are known and accepted.

If you wanted to increase the range of situations in which you could be more effective it can be useful to consider those situations where you have been less effective. With this in mind it may help to think about the factors in a situation which can make it more difficult for you to get your view across. Do you find it more difficult when there are senior people or people in authority present? Does it depend on the subject at issue? Does it depend on the personalities of those present? What factors make it easier for you to speak your mind? Does it help if you have prepared your argument well beforehand? Does it help if you know the people present?

You might also consider whether there are some situations (perhaps relatively non-threatening ones at first) where you might be prepared to take the risk in being a little firmer and observing what the outcome is. It can also help to be clear in any given situation as to which of your views are particularly important to you and on which you are not prepared to concede. This will make it easier for you to stand firm on what is important but let others have their way on what is not.

It is also important to realise that you can be firm without being forceful or aggressive and that learning to do this would develop your ability to express your views with confidence and in a manner which allows others to respond positively. Underlying this is the idea that each of us has the right to say what we think and, conversely, the obligation to listen to and value the contributions of others. It may help your confidence to remember that you have a right to express your opinion and others have an obligation to listen. The converse is also true - it is also important for you to listen carefully to what they have to say.

Finally, it may be particularly important for you to learn that 'being nice to people' and letting them have their way, is not necessarily the best way to gain their regard. There will be many occasions where people will value you for standing up for your rights or what you believe in, even though it may not be in their own immediate interests.

managing pressure & stress



May react and worry under pressure

Your responses to the questionnaire suggest that you have a high level of emotional sensitivity and are therefore likely to react quickly at the emotional level and to frequently experience emotional highs and lows. You also seem to feel somewhat troubled and feel that there are times when things get on top of you. This could make you appear to others as someone whose mood can swing unpredictably from day to day. Some people with this kind of profile explain their emotional ups and downs in terms of the pressure they are currently experiencing; although for others it tends to be more a question of their general style and reaction to life. It may simply be that you are sensitive and emotionally reactive by nature, but it could also be that you feel somewhat vulnerable and that things in your life do not make it easy for you to achieve your goals.

Alongside this, you 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?

In addition to this, it seems also that you have a low level of self-assuredness when it comes to social situations. Meeting new people or presenting to groups is something you may find intimidating rather than exciting and may be something that you need to push yourself to do. Perhaps on those occasions where you do push yourself, you then worry afterwards about whether you managed the situation well enough.

However, in spite of your emotionality and self-doubt, it does seem that you do not let your doubt and recrimination build up as inner tension and frustration for too long. If you do find yourself worrying, then it will probably only be when events remind you of something that has happened, rather than continually turning situations though your mind for long afterwards. If so, then you are unlikely to have difficulty in winding down and relaxing at the end of the day.

In considering the above description of your emotional reactivity and self-doubt - and bearing in mind that people often attribute such characteristics to current difficult circumstances - you may like to consider an alternative interpretation. Perhaps your responses to the questionnaire simply show that you are particularly emotionally

honest. Not everyone can admit that they do not always feel in control. If this is true you may find it useful to monitor your emotions and learn to minimise the way they could affect your judgement - especially if you recognise that you can be prone to reacting emotionally rather than keeping yourself cool and level-headed.

Finally, you might also want to reflect 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 & decision style

Practical details rather than ideas and theories

Your responses to the questionnaire suggest that you have a slight preference for objectivity over intuition as a basis for guiding your thinking and decision making. Although you are prepared to pay attention to your intuitive feelings and also those of others, it seems that facts and objective evidence will generally play a stronger role in influencing your decision making.

This balance between objectivity and intuition may be reflected in the areas of life to which you feel most attracted. Perhaps your tendency is somewhat more towards the more objectively or practically-based fields such as science and technology in which facts and evidence play such an important role. On the other hand, the fact that you do value the role of intuition and subjectivity means that you may also find appeal in those areas in which complexity, sensitivity and subtlety are important (for example, culture, philosophy and the arts).

Aside from this, it seems you maintain your perspective tied to the here-and-now. Your preference seems to be to focus on the concrete and tangible and upon immediate needs and practicalities. You are unlikely to be someone who gets lost in thought and will rather focus your energies on what needs to be done and the practical means of achieving this. Your contribution is likely to be particularly valued in terms of the way you help to ensure that things get done and objectives are reached. On the other hand, there may be situations in which you would benefit from spending more time exploring ideas, suspending your natural desire to get things clear and, occasionally, even letting yourself get lost in thought. Sometimes dealing with things straight away or looking for an immediate practical solution or outcome can be too precipitous and it may be that prolonged consideration will eventually lead to more effective decisions being taken and better solutions adopted.

You would probably not describe yourself as a deeply original thinker or as someone who gets deeply lost in thought. In fact you appear to be an advocate of plain language and simplicity. You prefer straightforward arguments rather than complex ideas and abstract theories. You tend to reject over-intellectualising and can react against people who are too theoretical or complex. This can be a refreshingly simple style but on the other hand it is possible that you may sometimes over-simplify things too greatly.

On the whole, your responses to the questionnaire suggest a balance between

respect for tradition on the one hand and openness to new ideas on the other. There will be times when you value the tried-and-tested and will choose a particular way of doing things because it has been shown to be effective in the past. At other times, you will be more open to experiment and will be responsive to new and imaginative ideas.



work style

Prefers structure and systems to flexibility

When it comes to managing and structuring the world and events around you - whether at work or at home - you seem concerned to make sure that things are done correctly and according to some particular method, structure or schedule. You are therefore likely to be someone who is very well organised and who makes sure that plans are followed and tasks completed. Your preference for method, organisation and structure means that, more than most people, you are likely to follow procedures and, where none exist, to create them. This can make you a highly reliable person - someone who is a 'safe pair of hands' when it comes to implementing necessary and important procedures. Some may even consider you to be a bit of a perfectionist. And, when combined with your quieter and more socially restrained style, you are likely to get on quietly with what needs to be done, doing your best to ensure that it is done properly.

However, your need for structure could also make you feel uncomfortable in situations where other people seem to you to be improvising or 'making it up as they go along'. In such situations, you would naturally tend to be more systematic and this can often be very valuable. On the other hand though, you might also like to consider whether sometimes you try to introduce too much structure. If so, this could affect some of your relationships - particularly with people who prefer a more informal, spontaneous and flexible approach. Such people may sometimes appreciate the order that you bring but at other times they may find your style too confining. Achieving the right balance between these two approaches is not always easy and you might find yourself sometimes erring towards too much structure - especially when under pressure. Consider whether there have been times when you tried to impose your approach 'for the greater good' but where others reacted against you. If so, could you have given them a little more freedom and flexibility?

Your conscientious and orderly style appears to be driven by 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. To some people you may come across as highly ethical and moral but to others, especially those who do not share your values or philosophy, you could come across as too formal and conventional.

Looking at the combination of characteristics in your profile, your strengths seem to be your reliability, your preparedness to accept the current reality, an approach which is highly disciplined in the execution of your duties and a willingness to consider novelty and change within reason. However, there may be times when your discipline, planning and attention to detail may be overdone and this may sometimes make you less flexible. You may like to consider whether, on reflection, there have been times when you have resisted change because it disrupted your routine rather than because the change in question was genuinely unnecessary.

team roles



working together with others

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 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.

Implementer's 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.



Your second-preferred team role is Inspector-Completer.

The **Inspector-Completer makes** sure things are right. They pay attention to the detail and focus on getting things tied down and delivered. They are conscientious organisers and may become anxious if things are not getting done in time or to schedule. They believe in clear plans with plenty of details and milestones rather than relying on spontaneity and good luck. Teams should use Inspector-Completers to manage projects once the initial ideas phase has passed since they can be relied on to see things through.

An Inspector-Completer's style tends to be practical, focussed and detailed. They like to know what is happening and can get quite tense when things are too loose or uncertain. Their underlying anxiety is not always understood by others because they can be prone to keeping their emotions to themselves but they are usually deeply concerned to get things right.

Inspector-Completers are motivated by self-discipline and they appreciate this quality in others. They enjoy completing tasks to a high standard and being appreciated for their quality control.

However, Inspector-Completers can be **over** zealous and their persistence can become counterproductive. Sometimes their attention to detail is too intense and they can persist with projects long after they have become unfruitful or uneconomic. They must learn when to accept defeat and to judge when detail is less important than the larger picture.



Your least preferred team role is Innovator.

The **Innovator** likes being innovative, inventive and creative. Innovator 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.



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.

Date tested: 21/1/2015

Norms used: Professional and Managerial (n=1186)