



Fifteen Factor Questionnaire +
QUESTION PROMPTS

Personality Assessment

Validity Scales

The 15FQ+ contains a number of measures that examine the way in which the respondent has approached the questionnaire. The response style indicators would suggest that Sam Sample was as happy as most people to present herself openly and candidly, without wishing to project an overly positive image of herself. Please note that response style indicators should be treated with some degree of caution and any suggestions made should always be corroborated during feedback.

Interpersonal Style

Sam Sample's interpersonal orientation is on the borderline of extraversion and introversion. Falling within this band, she will tend to communicate readily without having a requirement for excessive personal contact. She is as likely to be as happy dealing with people as when occupied with tasks, but will not be reticent about coming forward in social situations, even if this places her at the centre of attention. She projects a very good-natured, easy going personality, relating to others in a very warm, caring and sympathetic manner. Her enthusiasm and sense of fun are held in check by a degree of inhibition. In the right setting, she should be as capable as most of letting go and having a good time. In a group situation, she has a sufficient level of social boldness to relate to most people. While she is likely to be as confident as most in group situations, she may feel a little uncomfortable if she suddenly becomes the centre of attention at a large social gathering. This is likely to be particularly marked if the conversation turns to lofty, intellectual matters in which she is likely to lack confidence. She is a quite self-reliant individual who generally prefers to work on her own. Not having a great need for group contact or support, she will avoid unnecessary group distractions. Public opinion has rather little influence over her and therefore she may have the inclination to go her own way.

Amenable and cooperative, she will be inclined to put the needs of others first, even if this means that at times people may try to take advantage of her. Modest and unassuming, she is unlikely to 'rock the boat'. Preferring to avoid unproductive confrontations, she is likely to adopt a participative, egalitarian style in social interactions. Friendly, supportive and obliging, people will warm to her. As adaptable and accommodating as the norm, Sam Sample's initial approach is to give people the benefit of the doubt. If she feels that her trust is being abused, her tolerance may rapidly turn to scepticism. In personal interactions she appears relatively passive and accommodating. Sam Sample may dislike confrontation and be inclined to avoid it or smooth it over. Restrained, very guarded and circumspect, she will generally be sensitive to interpersonal issues and very concerned about the feelings of others. She will be relatively disinclined to become involved in situations where restraint and composure are lost. Consequently she may take pains to avoid challenging people if she perceives such a danger may exist. Being rather shy and threat-sensitive, there is a chance that her social restraint may serve the primary purpose of keeping people at bay. She has the capacity to convert people, whatever her cause is. She should be motivated to avoid making social blunders.

Thinking Style

Sam Sample is likely to come across as an intuitive person who is receptive to ideas and experiences. Creatively orientated, she is likely to be relatively sensitive to the subtleties and nuances of life. As receptive as most to new ideas, she will not reject established, conventional methods out of hand. Neither constantly seeking innovation, nor resistant to change, she tends to take the middle ground between established and radical methods in problem solving. Fundamentally, she is aesthetically sensitive and soft-hearted and consequently may lack a tough, hard-headed, utilitarian approach. Having a creative and artistic temperament, she will be drawn to expressive, cultural activities. Relatively sentimental, and receptive to feelings, she will tend to be moved by emotions of wonderment and awe in the face of beauty and sensational events. Being emotionally relatively vulnerable, difficult and demanding situations may leave their mark on her. As attentive as most people to practical realities, she will not be unduly dismissive of abstract, theoretical concepts. She will tend to balance a focus on the here and now with an openness to possibilities and ideas.

Having very high levels of self-control, Sam Sample's behaviour and attitudes are very much a function of social norms and internalised societal values and expectations. Thus she is very unlikely to have idiosyncratic or non-conforming beliefs. Having concern for her reputation and being rather status conscious, she will emphasise self-discipline and control. This

should guard her against taking impulsive action and in resisting the temptations of the moment. Much of her behaviour may be influenced by what she considers to be socially acceptable. She may nonetheless be quite outspoken in the expression of her views in particular situations. Persevering and conscientious in character, she will generally accept and reliably discharge responsibility. She has a thoroughness in her work that should predispose her to be a good finisher. She is likely to show respect for systems and procedures believing there is a right approach, both in work quality and behaviour. There is an element of meticulous inflexibility to her character, in part determined by her wholehearted acceptance of social and possibly parental values. She may be so controlled as to be regarded as rigid or moralistic.

Coping Style

Sam Sample is currently experiencing fairly high levels of anxiety. Not unduly prone to mood swings, she should have sufficient energy to cope with life's demands. However, she may nonetheless experience some stress coping with particularly demanding situations or when placed under extreme emotional pressure. As resilient as most, she should be capable of remaining calm in a crisis. Often worrying about real or imagined past mistakes, she is prone to feel guilty about errors she fears she may have made. Apprehensive about the future, doubts about her intellectual ability may erode her rather shaky self-confidence. Very much inclined to worry about how others see her, she is likely to feel anxious in social situations. Being her own worst critic, she is likely to have great difficulty living up to her unrealistically high standards. This may however act as a source of motivation, prompting her to devote energy and attention to tasks. Although not generally inclined to experience mood swings, when under pressure Sam Sample may become tense and agitated. When her goals are frustrated, she may become impatient and irritable. Sam Sample may therefore have some difficulty unwinding at the end of a demanding day.

Additional Comments

The following section lists a number of points which can be inferred from Tanya's assessment report. The interviewer may wish to use these as the basis for further probing during the interview or counselling discussions.

Potential Strengths

- May be effective in smoothing over interpersonal conflicts.
- Will tend to take into account relevant feelings and emotions when making decisions.
- Being self-critical with an extremely high sense of personal obligation she will take care to avoid errors.
- Will tend to maintain a disciplined control over the expression of her feelings and emotions, wishing to present herself positively.
- Is likely to get close to colleagues and may be a popular team member/team leader.
- Will generally appear to be empathic and accommodating.
- Is unlikely to over-estimate her ability to achieve unrealistically ambitious objectives and she should know when to give up.

Potential Development Needs

- May tend to give way too readily when faced with opposition.
- May experience difficulty in emotionally tough situations.
- May lack self-confidence and be prone to feelings of self-doubt.
- Her behaviour may be influenced more by social values and the expectations of others than by her own needs and values.
- With a tendency to be highly communicative, she may have difficulty distancing herself from subordinates and will not greatly enjoy working alone.
- May be too inclined to please others.
- Lacking confidence in her own ability, she may become disheartened if things go wrong.

Question Prompts

The following section lists a number of points which can be inferred from the results of the 15FQ+ questionnaire.

INTERPERSONAL STYLE

Q. Sam Sample will be gregarious and outgoing.

1. How much time have you spent on your own in the last week or so?
2. Does your present job allow you to focus on your own thoughts rather than actively participate with others?
3. Is your natural style to keep a little distance between yourself and those you work with?
4. Can you think of a recent occasion when you were inclined to 'hold back', perhaps be a little reserved, in your dealings with another person?

Notes:

Q. Sam Sample attempts to achieve a balance between caution and spontaneity.

1. Do you regard yourself as more or less predictable than others in your work group?
2. How do you think others amongst your working group cope with routine and boredom? Are you less tolerant or more tolerant of routine than others in your group?

Notes:

Q. Sam Sample has a tendency to like solitary pursuits.

1. Give me an example of an occasion when you had an important task to complete. Did it matter to you whether you were able to work on it alone, or whether you had to work with others?
2. What proportion of your work would you say requires you to operate on your own, rather than

Notes:

with others? Are you happy with this split? How would you change it if you could?

Q. Sam Sample has a unassertive approach to life and dislikes personal confrontation.

1. Give me an example of when you strongly influenced someone at work.
2. How do you deal with opposition to your ideas or plans?
3. Give me an example of a situation when the feelings of others got in the way of progress. What did you do about it?
4. When did you last put your own wishes before those of others?

Notes:

Q. Sam Sample is neither overly reserved nor overly socially bold.

1. What if anything, makes you think you are more - or less - socially confident than those with whom you work?
2. When you last met someone new, did you take the initiative in getting acquainted, or were you happy to leave it to the other person? What did you say or do?

Notes:

Q. Sam Sample has neither too trusting an attitude toward people nor is overly suspicious of them.

1. Do you think your friends regard you as someone who might be taken advantage of or not? What evidence have you got for your views?
2. Are others in your working group more or less sceptical than yourself?

Notes:

Q. Sam Sample will be very diplomatic in her dealings with others.

1. Give me an example of an occasion when you had to be very direct in your dealings with someone.
2. Can you think of a time recently when you might have unintentionally upset someone through being undiplomatic? How did you feel about it?
3. Give me an example of when you think you might have behaved out of character when with a group of people (at work or otherwise).
4. Give me an example of an instance when you felt really angry with someone, and let them know it in no uncertain way?

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Question Prompts

THINKING STYLE

Q. Sam Sample behaviour is often influenced by feelings and emotions.

1. What particular things do you have in common with your close friends?
2. What is it about your leisure activities that attracts you (look for interests that involve the application of logic, of practical skills, or down to earth pursuits)
3. Give me an example of a time when you had to deal with an emotionally charged situation. What happened? How did you handle it?
4. What is the most difficult decision you have had to make in the last two years?

Notes:

Q. Sam Sample can be either practically or imaginatively oriented depending on the circumstances.

1. What occupies your mind on a long car or train journey?
2. Do you think you spend more or less time, thinking about things, than might others in your working group?

Notes:

Q. Sam Sample is neither excessively radical nor excessively conventional.

1. Does your company/department do sufficient to 'keep up with the game' or do you feel it lags behind? What should it be doing?
2. There is much talk about industry's need to change. Is this sometimes over - exaggerated?

Notes:

Q. Sam Sample brings a detail-conscious attitude toward work matters, believing that it is best to do things 'by the book'.

1. Tell me about an instance when you took a few short cuts to get a job completed on time?
2. Give me an example of when you 'turned a blind eye' to something that someone did, or did not do, at work.
3. Are there any aspects of your work which require you to look at 'the big picture', rather than be concerned with the detail?
4. Give me an example of an occasion when you have to show a high degree of tolerance to someone with different views than yourself.

Notes:

Q. Sam Sample behaviour is determined by social conventions.

1. Can you think of an occasion when you did something which shocked or surprised a group of friends, or people at work?
2. When did you last just 'say what you felt' when talking to your boss or someone else of importance?
3. Do you think you adjust your social behaviour according to the group you are with? Give me an example.
4. Do you have friends who ignore social niceties? What do you think of them? To what extent if any, do they embarrass you?

Notes:

Question Prompts

COPING STYLE

Q. Sam Sample is fairly well-balanced emotionally, being neither too temperamental nor too cold-blooded.

1. Do you think you are more confident or less confident that those who work closest to you? Can you give me an example?
2. Do you think you are better at working under pressure than some of your colleagues?

Notes:

Q. Sam Sample is extremely insecure with a very low level of self-esteem.

1. In what type of situation do you feel most secure and confident? (at work, home, pursuing an interest, with friends etc.)
2. What qualities do you think others might value most about you?
3. Tell me about any success that you might have had in the last 6 months.
4. When things go wrong, it is likely to be because of something you might have done (or not done)?

Notes:

Q. Sam Sample has high levels of tension and nervous energy.

1. Do minor things ever 'get on your nerves'?
2. When did you last feel a sense of frustration over something at work?
3. Give me a recent example of when you have felt like losing your temper with someone. What was it about?
4. What sort of things do you do in order to relax?

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