

# Feedback Summary Report

15FQ+

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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 four main headings: interpersonal style, thinking and decision-making style, work style and managing pressure and stress.

### Interpersonal style

You are someone who is likely to prefer a private and self contained approach to your social life. This does not mean that you are unsociable but you probably do not need to express your personal thoughts and feelings as much as most. It may be that you find it easier or more appropriate to be more expressive with close friends - as do we all but this seems to be stronger for you. This style could make you appear more distant, or even critical and aloof, than most people. Even in situations where you are being quite sociable your reserve may reflect itself in not being interested in, or being uncomfortable with, people who need to express their emotions openly. You may be described as rather a private person.

Your style may come across as slightly deferential or accommodating and you may have a tendency to accept the views and inputs of others. This can make you a good team player since you do not need to put forward your own opinions as much as most people. At times you may be a bit frustrated that your contributions are not accepted because you may not present them forcefully enough. You may also have a slight tendency to seek compromise and harmony which can be appropriate but may also mean that you have a slight tendency to avoid conflict.

You are likely to approach social situations with a similar level of confidence to most people, neither seeking nor avoiding challenges that involve a lot of social contact with people you do not know. Sometimes you may initiate social contact and other times you may prefer to wait to be involved by someone else. You tend to feel the pressure in unfamiliar social settings but get comfortable once the ice has broken, or where the roles are clear.

You have no strong preference for being in a group or on your own - perhaps choosing between them on the basis of achieving an overall balance. Sometimes you may choose to be in a team and would make your contribution to the team effort, at other times you may appreciate being on your own and making your own decisions. You would tend to maintain your individuality in a group but be willing to compromise on matters of

average importance in order to be accepted.

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.

## Thinking and decision-making style

Conceptual problem solving may not be one of your strengths. You may have a preference for focussing on the more immediate or base issues.

You tend to keep a balance between exploring the implications and ramifications of a situation and the main objective facts.

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

You are willing to contemplate change but are unlikely to implement change for its own sake. Some of your values are likely to be traditional but you can see the value of new approaches when they are explained to you. You may feel that some of your colleagues are 'stuck in the mud' and others promote change for the sake of being different.

## 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 as confident as most people in your own abilities, but are likely to get a little nervous about a new challenge.

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.

## Work style

You are likely to be as cheerful and responsive as most people, but will consider the consequences before proceeding. You will tend to adopt a measured approach to life, neither overly serious, nor over-enthusiastic.

You have a preference for approaching situations without the need to have strict guidelines or rules. This can make you flexible and able to circumvent unnecessary red tape. Others may see this as expedience and may not agree with your approach which can be more "ends" than "means" oriented. Your approach is also more likely to be questioning of the status quo and you are less likely to do something simply because that is the way they have usually been done.

You are likely to try to behave in a manner consistent with your self image but this is not driven to the point of inflexibility, perhaps because your self image is not very clear. At times you may adopt a more natural self expression as your need for traditional rewards may not be high.

## Team roles

When working as part of a team your preferred role is **Shaper-Driver**.

The **Shaper-Driver** tends to be highly focussed on delivering results. Shaper-Drivers tend to be high on nervous energy and achievement motivation. They lead teams by being high energy which sometimes comes across as exhortation and dominance. Their need to 'win' is sometimes so strong that they may become quite directive letting nothing get in their way - and accepting that the goal must sometimes be served by fair means or foul.

A Shaper-Driver's **style** is driven, extravert and sometimes aggressive. Their management approach is forceful, goal directed and a call for action. They abhor complacency and, at the right time and place, can be seen as

inspirational.

Shaper-Drivers are **motivated** by challenge. They love tough tasks, awkward odds and insurmountable difficulties. When there is a need for action and direction they come into their own - perhaps when a team needs a spark or something to shake them out of their complacency. They thrive in times of change and pressure and do not shirk from unpopular decisions.

However, Shaper-Drivers **can be counterproductive** in mature teams, in teams where things are already running well and targets are being achieved or where there is a clear need for tact and diplomacy. The fact that can be very open about criticising what is going wrong and may show little concern with team harmony means that emotions can run high and disharmony may not be addressed.

Your second-preferred team role is **Evaluator-Critic**.

The **Evaluator-Critic enjoys** analysing, criticising and identifying what needs to be done. Evaluator-Critics like to use their intellect, to be discerning, objective and ensuring that they have identified the obstacles thus preventing things going wrong.

An Evaluator-Critic's **style** is likely to be analytical, prudent and serious. Combined with good judgement this are likely to be valued for the way they weigh up the facts, reflect on the arguments for and against and come to a well considered decision. They are often seen as quiet, critical and objective.

Evaluator-Critics are **motivated** by good analysis, critical reasoning skills and good judgement. They appreciate having time to sift through data intelligently and objectively and not to be overly influenced by the individual enthusiasms of team members or the pressures of tight deadlines.

However, Evaluator-Critics are likely to be **less comfortable** with fast moving situations requiring flair or intuition. They may not show sufficient energy, enthusiasm or obvious commitment - at least from the point of view of the more spontaneous team members. Evaluator-Critics get criticised for being too negative, competitive, dry and critical - the very characteristics that allow the distance and detachment necessary for maintaining an objective stance.

Your least 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.