

15FQ+

FIFTEEN FACTOR QUESTIONNAIRE

Davey Beckin

Career Analysts

4/09/2002

This is a strictly confidential assessment report on Davey Beckin which is to be used under the guidance of a trained professional. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Davey Beckin. This analysis should be considered in the context of other relevant information such as actual experience, vocational interests, skills and aptitudes.

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 Davey Beckin was as happy as most people to present himself openly and candidly, without wishing to project an overly positive image of himself. 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

Davey Beckin's personality orientation is quite extraverted. That is, he will like a good deal of contact with people and will adopt quite an open style in his communications. He is quite drawn to social gatherings. He is warm, sympathetic and understanding of character, taking a marked interest in people and their personal lives. At times however, he may become too close to associates and find difficulty in maintaining an interpersonal distance from those reporting to him. His enthusiasm and sense of fun is held in check by a degree of inhibition. In the right setting, he should be as capable as most of letting go and having a good time. In a group situation, he has a sufficient level of social boldness to relate to most people. While he is likely to be as confident as most in group situations, he may feel a little uncomfortable if he suddenly becomes the centre of attention at a large social gathering. Generally preferring to work within a team, Davey Beckin enjoys group participation and social recognition. He will tend to feel most comfortable working in a group setting, where he can share his thoughts with others.

Amenable and cooperative, he will be inclined to put the needs of others first - even if this means that at times people may try to take advantage of him. Not overbearing, he is unlikely to 'rock the boat'. Preferring to avoid unproductive confrontations, he is likely to adopt a participative, egalitarian style in social interactions. Friendly, supportive and obliging, people will warm to him. As adaptable and accommodating as the norm, Davey Beckin's initial approach is to give people the benefit of the doubt. If he feels that his trust is being abused, his tolerance may rapidly turn to scepticism. In personal interactions he appears relatively passive and accommodating. Davey Beckin may dislike confrontation and be inclined to avoid it or smooth it over. He appears to be as sensitive as most people to the demands of social situations. He will generally resist saying things that could cause upset or offence.

THINKING STYLE

Davey Beckin is likely to come across as a intuitive person who is receptive to ideas and experiences. Creatively orientated, he is likely to be relatively sensitive to the subtleties and nuances of life. As receptive as most to new ideas, he will not reject established, conventional methods out of hand. Neither constantly seeking innovation, nor resistant to change, he tends to take the middle ground between established and radical methods in problem solving. Very soft-hearted and aesthetically sensitive, he is likely to lack a tough, hard-headed, utilitarian approach. Having a very creative and artistic temperament, he will be drawn to expressive activities and cultural elaborations. Very sentimental, and open to feelings, he will be readily

moved by emotions of wonderment and awe in the face of beauty and sensational events. Being emotionally vulnerable, difficult and demanding situations may leave their mark on him. As attentive as most people to practical realities, he will not be unduly dismissive of abstract, theoretical concepts. He will tend to balance a focus on the here and now with an openness to possibilities and ideas.

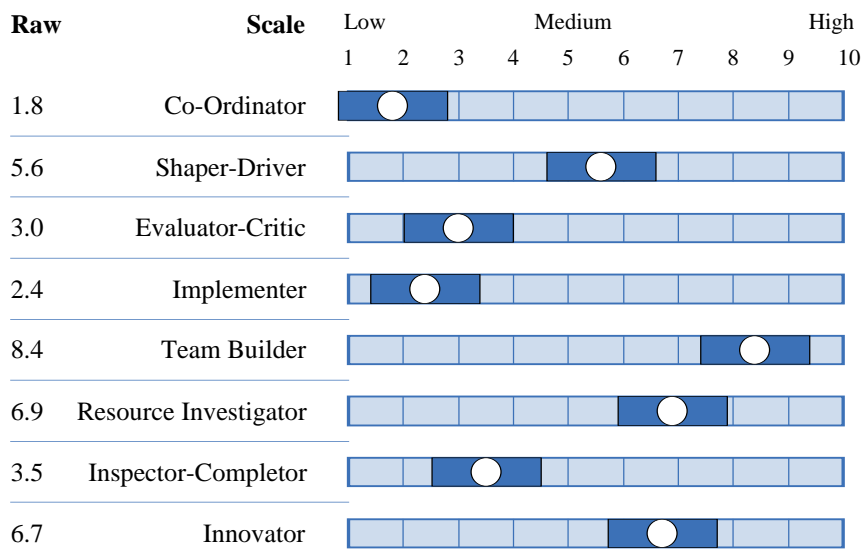
Having low levels of self-control, Davey Beckin's behaviour and attitudes are more likely to be determined by his own (possibly idiosyncratic) values and beliefs than a function of socially accepted norms. Extremely free-thinking and very spontaneous, he expresses scant regard for authority. Lacking in self-discipline and self-control, he may not be particularly concerned about his social standing. Not placing much value on formality and protocol, he may prefer to relate to others in an informal and casual manner. He is likely to be unimpressed by status, position or authority, preferring to judge people on their merits. However, being diplomatic and aware of the impact he may have on others, these attitudes may not always be evident. Manifestly rather unconstrained to some degree, he has an inclination to circumvent rules, especially when it is expedient to do so. Unmindful of obligation, he might be an extremely inconsistent or poor finisher, unless pressed. Davey Beckin may prefer to have a number of ongoing commitments, but lacking a strong sense of personal obligation, is prone to put them down when they become tedious or repetitive. He is not prone to deliberation and procrastination. Tending to view things from a global perspective, he will prefer to avoid work that demands close attention to detail.

COPING STYLE

Davey Beckin is currently experiencing average levels of anxiety. Not unduly prone to mood swings, he should have sufficient energy to cope with life's demands. However, he may nonetheless experience some stress coping with particularly demanding situations or when placed under extreme emotional pressure. As resilient as most he should be capable of remaining calm in a crisis. Being as secure and self-assured as most, he will not normally be unduly burdened by feelings of low self-esteem or insecurity. His tendency to be relatively free of guilt feelings, coupled with his willingness to accept some personal responsibility for failure, would suggest that he is unlikely to rush into apportioning blame onto the situation when things go wrong. Although not generally inclined to experience mood swings, when under pressure Davey Beckin may become somewhat tense and agitated. When his goals are repeatedly frustrated, he may become somewhat impatient and irritable. Davey Beckin may therefore have some difficulty unwinding at the end of a particularly demanding day.

Team Roles

The Team Roles describe how Davey Beckin is likely to interact with his colleagues in a team situation. The specific ways in which he will express his preferred team style may, however, vary according to the situation. In addition, this behavioural style takes no account of his intellectual approach to problems and the quality of his decisions. The scores below indicate Davey Beckin's general propensity for a particular team role orientation. It must be noted that different styles may be adopted according to the demands of the situation and consequently a description of Davey Beckin's predominant and secondary team styles is provided.

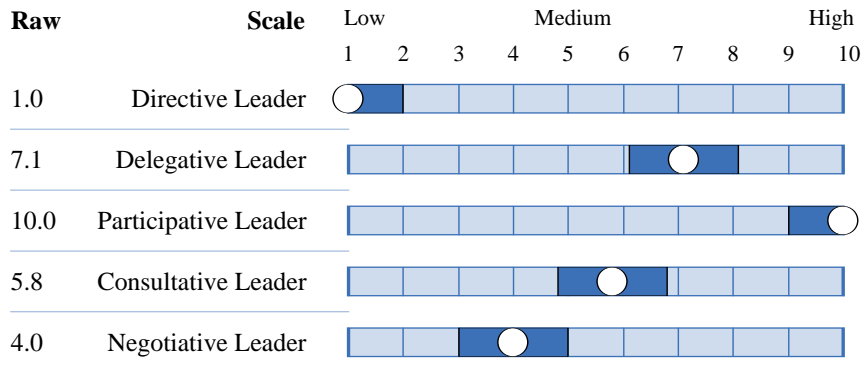


TEAM ROLE COMBINATION - TEAM BUILDER/RESOURCE INVESTIGATOR

Davey Beckin is an outgoing, enthusiastic person who likes to be with people and draw the best out of them. He will enjoy talking about ideas and should prove to be a good listener and responder to others. Hence, he is likely to make people feel he is very interested in their contribution to a project and supportive of their efforts. In turn, he will be motivated to solicit others' support and approval of what he is doing. As a team member, his main talents may lie in stimulating others and building a cohesive work team with high morale. However, problems could occur if he lets his concern for people's feelings interfere with making unpopular decisions or pushing people to perform to get needed results. At times, his interests in ideas and people may mean that he gets excited talking about a project but he may not always follow through with action. Since he is much more oriented to working directly with people than on technical aspects of a project, he would be best suited for jobs that make use of his ability to build a network of contacts inside and outside an organisation. He could play a valuable role by bringing in fresh ideas to the group he works with, motivating colleagues with his enthusiasm, and by building goodwill with outside clients.

Leadership Styles

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Davey Beckin is most likely to adopt. This may be of relevance to a variety of situations where there is a requirement to manage others. As with most personality characteristics, the profile only describes Davey Beckin's most likely styles and not performance. Effective performance will depend on many factors including the organisational culture in which the individual is operating.

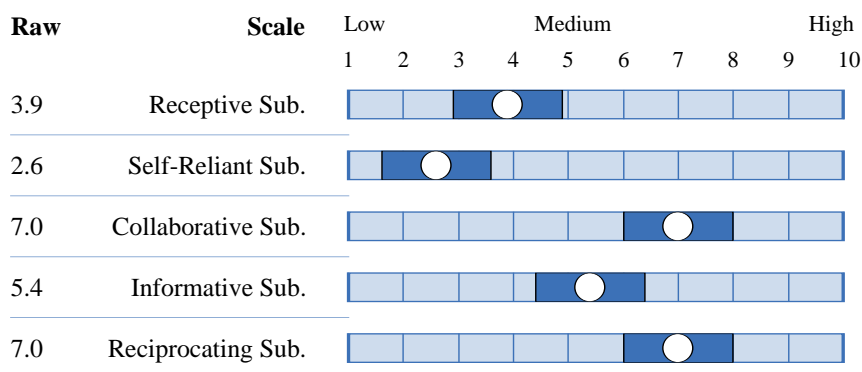


PRIMARY LEADERSHIP STYLE: PARTICIPATIVE LEADER

Participative leaders are primarily concerned with getting the best out of a team as a whole. Hence, they encourage contributions from all members of a team and believe that by pooling ideas and coming to a consensus view the best solutions to problems will naturally arise. They are unlikely to impress their own wishes and opinions onto the other members of the group but see their role as an overseer of the democratic process. This will involve ensuring each member of the group is given the opportunity to express their opinion and that no one member imposes a disproportionate influence on group decisions.

Subordinate Styles

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Davey Beckin is most likely to adopt. This may be of relevance to a variety of situations where a particular management style is in place. As with most personality characteristics, the profile only describes the style of management to which Davey Beckin is most likely to respond and not effectiveness. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



PRIMARY SUBORDINATE STYLE: RECIPROCATING SUBORDINATE

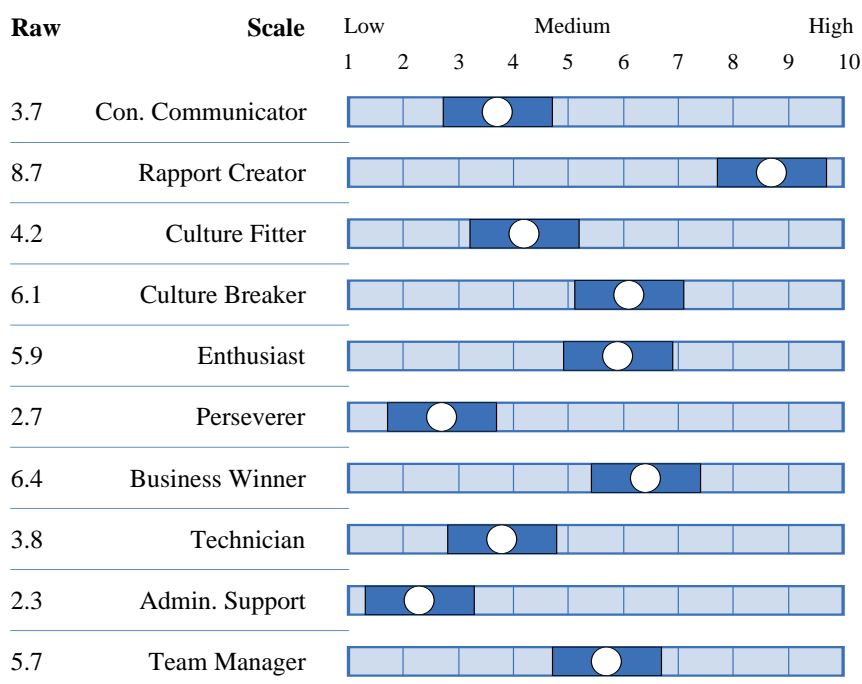
Reciprocating Subordinates tend to be individuals with an emotionally mature outlook, who rarely become upset by criticism or setbacks. As such they generally feel comfortable about promoting their own ideas or engaging in negotiations with managers concerning the best approach to projects. Hence, they are likely to be most complementary to the Negotiative Leader and, given that the Reciprocative Subordinates usually have strong views of their own, any exchanges between subordinate and manager will typically be productive.

SECONDARY SUBORDINATE STYLE: COLLABORATIVE SUBORDINATE

Collaborative Subordinates believe that the problem-solving power of the team is more than that of the individual members included within that team: their primary concern is that the team as a whole achieves its objective. Collaborative subordinates relish group discussions and will typically propose innovative ideas of their own, as well as being more than happy to discuss the ideas of others. As strong believers in constructive criticism, they show little reluctance when it comes to pointing out weaknesses in other peoples' ideas; similarly they are usually happy to accept the criticisms of others. Collaborative Subordinates are at their most effective when working under managers who share their views about group participation - i.e., those who encourage collaboration rather than those with a more directive style.

Influencing Styles

The Influencing Styles describe which of a range of styles Davey Beckin is most likely to adopt. This may be of interest in relevance to a variety of situations where there is a requirement to influence others or sell a product, service or idea. As with most personality characteristics, the profile only describes Davey Beckin's most likely styles and not performance. Effective performance will depend on many factors including the type of product, the customer, the specific situation and the organisational culture in which the individual is operating. Equally, different styles may be adopted according to the demands of the situation and consequently a description of Davey Beckin's predominant and secondary influencing style is provided.

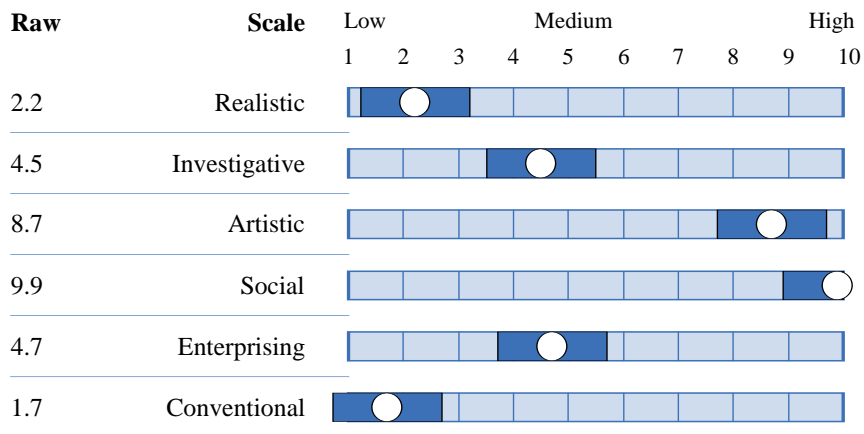


PRIMARY INFLUENCING STYLE: RAPPORT CREATOR

Rapport Creators are usually capable of building warm, friendly relationships with people in order to promote their ideas, services and products. They tend to be outgoing individuals who are genuinely concerned about addressing their clients' specific needs and requirements. They apply their ability to create feelings of goodwill and trust to generate an atmosphere in which their audience feels confident that they are getting the best advice available and are therefore more likely to "buy-in" to whatever it is that the Rapport Creator has on offer.

Career-Theme Scales

Career-Themes are based on the work of Holland. These provide a match between Davey Beckin's personality profile and those of the broad occupational groups listed. The scores take no account of other important factors such as interests, aptitudes, qualifications and work experience.



Realistic Theme: Activities involving manipulation of mechanical devices and principles of mechanics and physics. High scorers are likely to be technically orientated, repairing mechanical devices, working on motor cars. They may also enjoy outdoor activities.

Investigative Theme: Activities involving the manipulation of ideas and scientific principles. High scorers will enjoy applying logical and/or scientific principles to the resolution of experimental problems. They may enjoy laboratory work.

Artistic Theme: Activities centred around the expression of artistic and creative ideas. High scorers are typically interested in the Arts in the broadest manifestation e.g. art, music, writing, composing, dance, design etc.

Social Theme: Activities centred on helping or caring for others. High scorers tend to express an interest in charitable work, involving caring for the elderly, children with special needs or counselling, teaching and generally assisting others to achieve their potential.

Enterprising Theme: Activities involving the attainment of objectives through people. High scorers generally express an interest in managing or leading others or taking charge of situations. As such they are attracted to business related situations where they are able to exercise leadership, managerial skills and public acclaim.

Conventional Theme: Activities involving organising, administration and well established work practices. High scorers enjoy developing and maintaining systems, operating business machines, doing paperwork, bookkeeping and accountancy.

Additional Comments

The following section lists a number of points which can be inferred from Davey'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.
- Will generally take the views of others into account.
- Will tend to feel unrestricted by protocol and established values.
- Will have a tendency to be effective in situations where he has a number of ongoing commitments, where he can concentrate on the global requirements of a task.
- Is likely to get close to colleagues and may be a popular team member/team leader.
- Should be able to focus his efforts on the most important and/or rewarding projects without being deflected by remote prospects.
- Will generally appear to be empathic and accommodating.

POTENTIAL DEVELOPMENT NEEDS

- May tend to give way too readily when faced with opposition.
- May experience difficulty in emotionally tough situations.
- May seem rather too reliant on group acceptance and support.
- May show insufficient concern for protocol and established values.
- May have difficulty adhering to highly structured work procedures and may overlook the detailed requirements of a task.
- With a tendency to be highly communicative, he may have difficulty distancing himself from subordinates and will not greatly enjoy working alone.
- May be disinclined to persevere when confronted with tedious tasks.
- May be too inclined to please others.

15FQ+ Profile Chart

Davey Beckin

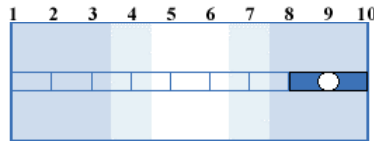
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Interpersonal

Far-left score

Distant Aloof

Low need for affiliation; Disinclined to talk about personal matters or express feelings; May feel uncomfortable with overly friendly people; Prefer relationships of longevity and depth.



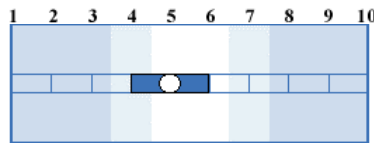
Far-right score

Empathic

Friendly, warm, and supportive; Natural interest in other people; Personable and affable; Likely to be valued team members; May blur boundaries between work and socialising.

Retiring

May take some time to build rapport with people; Likely to slip into the background at social events; May feel uncomfortable around strangers; Have aversion to being the focus of attention.

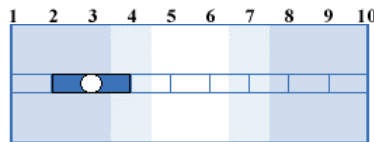


Socially Bold

Feel confident when meeting new people; May be quick to initiate social contact; Confident communicators who may appear 'over-the-top' to more retiring individuals.

Group-Orientated

Have a preference for team and group activities; Enjoy collective decision making; May find it difficult if they have to work independently and use initiative.

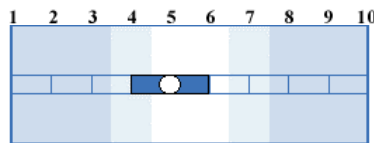


Self-Sufficient

Self-reliant individuals who are happy working autonomously; May see group decision making as inefficient; Tend to be selective about consulting others.

Low Intellectance

May lack confidence in own intellectual abilities; Prefer to work on uncomplicated tasks; May feel uncomfortable when explaining complex ideas; Believe they lack general knowledge.

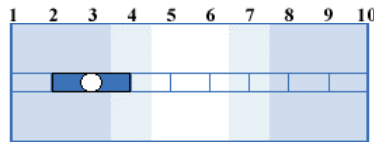


High Intellectance

Confident of own intellectual ability; Enjoy working on tasks that are intellectually demanding; Keen to learn new information; Preference for complex arguments and ideas.

Accommodating

Co-operative and obliging; Will not force their opinions onto others; Try to avoid disagreeing with people; Content letting others take a more visible lead; May have difficulty asserting their own opinions and views.

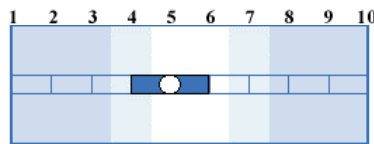


Dominant

Assertive and forceful; Prefer to take charge of a situation; Effective in getting things done, but may not always consider others' views; May push to get their own way.

Direct

Forthright and direct in their dealings with others; May be perceived as blunt or tactless on occasion; Has potential to get off-side with others.

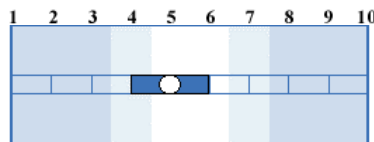


Restrained

Tend to tailor their approach to the situation; Careful about the impression they create; Will tend to think before acting or speaking; Can be skilled at influencing other people.

Trusting

Quick to place their faith in others; Believe that most people are honest and reliable; Tolerant of others' shortcomings/mistakes; Likely to feel let down if others take advantage of their goodwill.

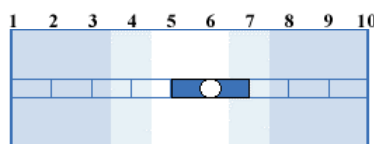


Suspicious

Doubtful and questioning of others' motives; Not inclined to take anything at face value; Guarded in their dealings with people; May take time to form close, personal friendships.

Sober Serious

Deliberate and cautious; Likely to consider all options before acting; May come across as being too serious and take some time to build rapport with strangers.



Enthusiastic

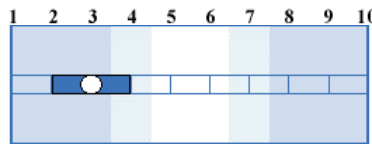
Energetic and carefree; Should be drawn to stimulating social situations; May take action without fully considering the consequences.

Thinking

Far-left score

Expedient

Flexible and not always concerned about established rules; Inclined to view things from a broader perspective; Should enjoy working at the front end of projects; May be inattentive to detail.



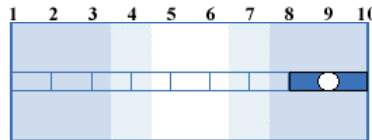
Far-right score

Conscientious

Systematic and orderly in their work; Tend to have a strong sense of duty; Have high personal standards and expectations of others; Generally a good finisher; May be a perfectionist.

Hard-Headed

Decisions based on logic, facts and data; Won't allow sentiment to affect their decisions; Concerned with whether things work well rather than their aesthetic qualities; May discount the human implications of a decision.

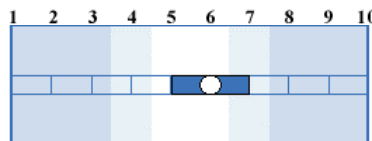


Tender-Minded

Have a subjective outlook; Will respond to situations at an intuitive level; May enjoy creative pursuits; May struggle to make difficult decisions that negatively impact on people.

Concrete

Pragmatic and down to earth; Concerned with realism and the practical utility of ideas; Interested in how to get things done; Tend to have an operational focus.

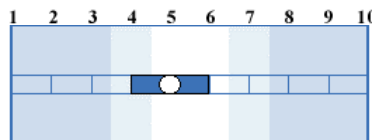


Abstract

Imaginative and innovative; Strong interest in theoretical ideas; Naturally inclined to look beyond the obvious facts; Ideas may not always have a practical application.

Conventional

Value traditional, tried-and-tested methods; Accepting of the status quo; May feel uncomfortable in rapidly changing environments and may dislike ambiguity.

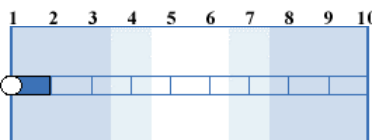


Radical

Inclined to reject tried and tested methods in favour of new, radical approaches; Questions the status quo; Comfortable working with change; May be quick to reject acquired wisdom and knowledge.

Informal

Believe that respect has to be earned rather than given on the basis of one's position; Free-thinking and open minded; Questions accepted moral values and social convention.



Self-Disciplined

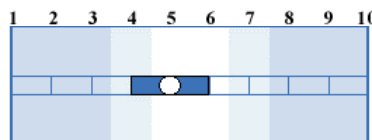
Respectful of authority, status and social position; Value is placed on self-control and self-discipline; May come across as excessively moralistic and rigid.

Coping

Far-left score

Affected by Feelings

Emotionally sensitive; May have difficulty summoning sufficient energy to face demanding situations; Feelings easily hurt and may react strongly in some situations.



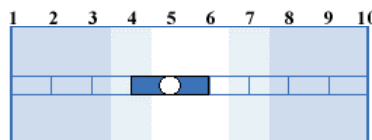
Far-right score

Emotionally Stable

Emotionally mature and secure; Resilient under pressure and rarely flustered by pressure situations; Likely to have sufficient energy to meet life's challenges.

Self-Assured

Rarely troubled by feelings of self-doubt; Expect success more than failure; Rarely dwell on past mistakes/difficulties; Blame failure on the situation; May appear overly confident.

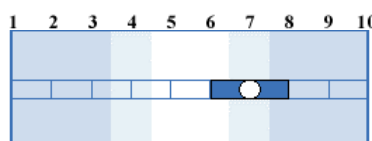


Apprehensive

Apprehensive about the future and before important events; Tend to be self-critical; Dwell on past mistakes; Sensitive to others' views and unfair criticism.

Composed

Patient and composed; Can deal with inconveniences in a calm and steady manner; Not easily frustrated by setbacks or failures; Should find it easy to relax at the end of a demanding day.



Tense-Driven

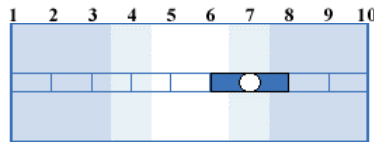
Ambitious and hard-driving; Easily frustrated by interruptions; May feel that the only way to ensure something is done properly is to do it themselves; May work long hours and struggle to switch off from work.

Big-Five Indicator

Far-left score

Introversion

Orientated towards their own inner world of thoughts, perceptions and experiences; Self-contained; Less socially active; Prefer solitary activities; Reserved and socially inhibited.



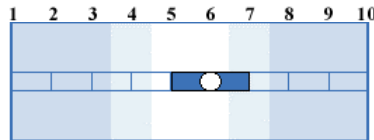
Far-right score

Extraversion

Strong people orientation; Seek out situations to be with or engage others; Socially confident and uninhibited; Good at initiating and maintaining personal relationships/networks.

Low Anxiety

Emotionally mature and resilient; Satisfied with life; Self-assured; Tend to cope well with pressure and emotionally demanding situations.

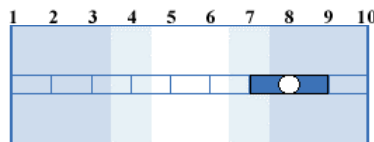


High Anxiety

Anxious about the future; Distrusting of others; Dissatisfied with self and past achievements; Tend to have difficulty coping with demanding situations.

Pragmatism

Realistic and practical; Preference for concrete and tangible solutions; Actions and decisions are factually based; Conventional and unsentimental; Focussed on the utility of ideas.

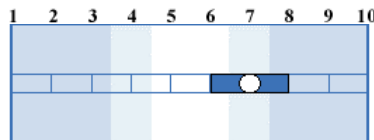


Openness to Experience

Intellectually orientated; Preference for creative and innovative approaches to problems; Open to possibilities; Enjoy broad concepts and theories; Appreciate artistic pursuits.

Independence

Actively self-determined in own thoughts and actions; Tend to have a strong need to get things done or make things happen; Willing to criticise others; Can be strong-willed and confrontational.



Agreeableness

Empathic and sensitive; Strong concern for others' needs; Averse to criticising or disciplining others; Happy to come to a compromise.

Low Self-Control

Free from the constraints of social rules; Prepared to express views that differ; Less interested in repetitive tasks; Have a tolerant, open attitude to life.



High Self-Control

Conform to social norms and expectations; Dutiful and dependable; Highly conscientious.

Scores based on sten values with Mean=5.5 and SD=2.

Norms based on a sample of 1186 15FQ+ Professional Managerial Australian.

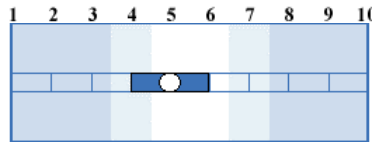
Additional Measures

Response Styles

Far-left score

Unguarded

Willing to convey accurate picture of themselves. Accepts the presence of minor failings and idiosyncrasies. Possibly tough on self.



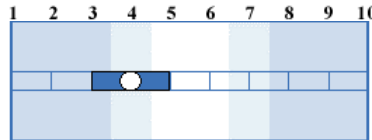
Far-right score

Positive Bias or Principled

Tendency to present self in favourable light. May reflect deliberate distortion or a highly over-idealised self-image. Alternatively, they may have been brought up with strict moral or religious ideals.

Extreme Responses

Answered the questionnaire decisively by avoiding middle or non-committal answers. May have strong views.

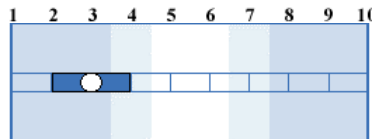


Central Tendency

Tended to opt for mid-point or moderate ratings. May be genuinely moderate in respect to many personality traits and dispositions. Alternatively, may have poorly defined self-concept or unwilling to reveal too much about themselves.

Attentiveness

Attended diligently to the questionnaire and does not appear to have responded randomly.

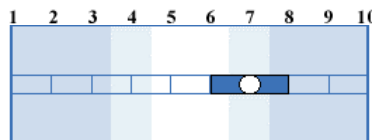


Infrequency

Likely to have given little thought to the questionnaire items and may not have diligently followed the questionnaire's instructions. May have responded to the questionnaire in a random manner.

Low Emotional Intelligence

Unlikely to effectively 'read' the emotional overtones of environments; May not always be conscious of their emotions nor express them freely.

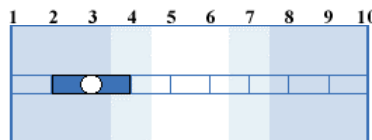


High Emotional Intelligence

Likely to have emotional well-being; Effectively 'read' the emotional overtones of environments; Conscious of their emotions and express them freely; Able to understand and communicate well with others.

Low Positive Work Attitude

May not feel the need to constantly abide by existing company policies and regulations; May not always display constructive workplace behaviour.

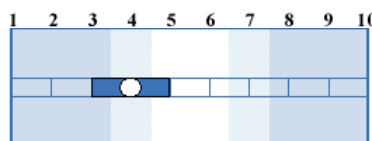


High Positive Work Attitude

Likely to be honest and willing to abide by existing company policies and regulations; Display constructive workplace behaviour.

Low Faking Good

Admitted a variety of undesirable behaviours and difficulties that routinely apply to them, particularly within a working context.

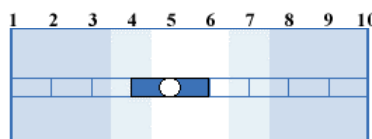


High Faking Good

Denied a variety of undesirable behaviours and difficulties that routinely apply to them, particularly within a working context. If they have a low positive bias, this may be due to their scores on the primary factors.

Low Faking Bad

Denied a variety of undesirable behaviours that do not routinely apply to them.



High Faking Bad

Admitted to a variety of undesirable behaviours that do not routinely apply to them. A high score may be influenced by: high anxiety; a negative attitude towards taking the questionnaire; or a desire to draw attention to their problems.