



**Courtney Place | XYZ Limited**  
**29 August 2018**

**EXPERT**

**EXTENDED REPORT**

**FIFTEEN FACTOR QUESTIONNAIRE PLUS**





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# GUIDE TO USING THIS REPORT

## INTRODUCTION

The Fifteen Factor Questionnaire Plus (15FQ+) is an assessment of personality and individual differences. The 15FQ+ is based on one of the most researched and respected models of personality, identifying behaviour preferences across Cattell's 16 personality constructs (Cattell, 1946) and the big five personality traits (McCrae and Costa, 1987). These provide insight into how people typically think, feel and interact in ways that may be productive or counter-productive for an organisation:



**O** Openness

- Imaginative
- Radical
- Tender-minded



**C** Self-control

- Self-disciplined
- Restrained
- Conscientious



**E** Extraversion

- Warm
- Enthusiastic
- Socially Bold
- Group Oriented



**A** Agreeableness

- Intellectually Modest
- Accommodating
- Trusting
- Conforming



**N** Anxiety

- Affected by Feelings
- Self-doubting
- Suspicious
- Tense-driven

## REFERENCE GROUP (NORM) USED

The following norm was used to generate this report:

Test	Norm Used	Sample Size
Fifteen Factor Questionnaire Plus (15FQ+)	NZ Managerial Staff	1451

## DISCLAIMER

This is a strictly confidential assessment report on Courtney 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 Courtney.

This profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



## REPORT OVERVIEW

The following section lists a number of points which can be inferred from Courtney's assessment report. These can be used as the basis for further probing during the interview or counselling discussions.

### POTENTIAL STRENGTHS

- Is likely to assert herself and make her views clear to people.
- Should avoid excessive deliberation when making decisions.
- Should take the feelings and emotions of others into account when decision making.
- Should be prepared for contingencies and reflect critically on her performance.
- Is likely to question traditional work practices that she no longer sees as relevant.
- Is likely to express her personal views and be trusted for her direct and open manner.
- Should have the ability and inclination to look beyond the obvious.
- Should perform confidently and effectively in the social spotlight.

### POTENTIAL DEVELOPMENT NEEDS

- May seem overly forceful in achieving her goals and disregard the needs of others.
- May be overly impulsive, possibly not considering all options before making a decision.
- May experience difficulty in emotionally tough situations.
- May lack self-confidence and be prone to feelings of self-doubt.
- May be highly critical of the status quo.
- May not be sufficiently pragmatic and overlook the practical aspects of a task.
- May be too inclined to take 'centre stage'.



# Interview Questions

## Interacting with Others

### **Slightly Lower Warmth Towards Others (A4)**

Courtney reported herself to be slightly less warm towards other than most, and maybe less people-orientated. She is likely to be seen as analytical, objective, reflective, but less interested in social relationships at work.

*Find an example of where Courtney has being attached to a new team or group to achieve a goal.*

*How did she go about establishing relationships with her new peers?*

*What role did she play in that team?*

*What did she do to maintain effective relations with the team?*

### **High Social Boldness (H8)**

Courtney reports a strong degree of social boldness and is likely to be responsive, frank, yearn challenges, excitement and thick skinned where necessary. This trait can also be associated with riding over the wishes of others by being brash and not listening.

*An example of where Courtney has taken account of the views of less socially participating members of a group.*

*Why did she do so and how did she do it?*

### **High Dominance (E8)**

Courtney reports a notably higher dominance score than most and is likely to be assertive, firm, take responsibility and be an initiator of action. This can also manifest itself in someone who is dominant, intolerant of the views of others and autocratic.

*Find an example of where Courtney was last convinced by someone that her preferred course of action wasn't the best option. How did she respond initially? What changed her mind? - did she change her mind?*

*How does she take account of the views of less socially confident people? Find an example of where she has done this and how she did it.*

### **Higher Directness (N3)**

Courtney reports a clear preference for direct, open and honest communications. People are likely to 'know where they stand' through her transparent approach. She is also likely to be trustworthy and able to tolerate rudeness in others. However, Courtney may take less account than most of tact and diplomacy and could be poor at reading social situations.

*Find an example of where Courtney has needed to convey sensitive information to a threatened group (redundancy, dismissal, reorganisation for example).*

*What did she take into account and why?*

*Were there any 'unexpected' reactions?*

*What was the outcome?*

### **Slightly Higher Liveliness (F7)**

Courtney's slightly higher degree of liveliness can be associated with making quick decisions without weighing up all the information and pros/cons of the consequences. She is likely to be lively, enthusiastic, sociable and enjoy attention. This trait can also be associated with a dislike of the routine and interviewers should still explore:

*How Courtney remains focused and motivated when dealing with routine/long term work with little opportunity for visibility or recognition.*

*Ask Courtney to describe a time when she needed to make a particularly important and complex decision at work. What did she weigh up in reaching that decision? Who else did she consult?*

*How does she cope with people who want to take time to reach thorough decisions when she is pressed for a deadline?*

*Find an example of where this has happened? What was the outcome?*



## Change Management

### **High Change Orientation (Q1 8)**

Courtney reports herself to be much more change orientated than most, open to experimentation with new ideas and experiences and generally embrace change rather than see change as a threat. There is some risk that she may make 'change for changes sake' and not weigh up the value of change before buying into it.

*Find an example of where Courtney has weighed up the pros and cons of change before buying into it – is it 'change for changes sake'?*

*How does she communicate her enthusiasm for change to those who may feel threatened by change? Find an example of where she has achieved this.*

## Problem Solving & Decision Making

### **Slightly Higher Tender Mindedness (I7)**

Courtney reports a slight preference for considering subtleties and possibilities of a course of action rather than the hard objectives. She is likely to be imaginative, sentimental and in touch with her feelings, bringing strength to teams who may not see the less obvious ramifications of pursuing a hard objective. This may however result in Courtney agonising over hard decisions and needing empathy from others.

*Ask Courtney about the last time she made a decision that she knew was logically right, but that she would have preferred not to implement. What made the decision so hard? How did she maintain her focus on the objective of that decision?*

### **Slightly Higher Abstract Thinking (M7)**

Courtney reports a slight preference for abstract thinking, which is likely to give her a rich imaginative mental life, enjoying concepts, seeing beyond the obvious and being unconventional. Whilst this focus has strong applications on strategic and planning issues, it may come at the expense of not paying attention to the short term practical details of the role.

*Check at interview what Courtney does to ensure the mundane administrative details are taken care of. How does she manage her time?*

## Work Style

### **Slightly Higher Conscientiousness (G7)**

Courtney reports herself to be slightly more rule-conscious than most, and is likely to be responsible, persevering and procedural. These positive traits can also be accompanied by being rule-bound and rigid. Courtney may find herself struggling in environments where few or no rules exist.

*Seek examples of where she has worked in such environments. How did she proceed? Was she fearful to proceed where rules were absent or unclear?*

## Stress Tolerance

### **Slightly Higher Emotional Stability (C7)**

Courtney reports herself to be emotionally stable, and able to deal with life's demands more calmly than most. She is also likely to be consistent with those around her, act to overcome problems, be realistic and not easily distracted. This trait can also be associated with not reacting to genuine problems, and remaining calm by trivialising events.

*Check at interview for an example of where Courtney needed to react to a genuine crisis. How did she react and stay in control?*

*What was the first thing that she did?*

*If faced with a similar situation, how would she change the way she dealt with the situation described?*

### **Slightly Higher Apprehension Score (O7)**

Courtney reports a slightly higher tendency to be self-reproaching, apprehensive and worry over details than most. Whilst this has positive connotations in working hard to remedy errors and learning from past mistakes, Courtney may be guilt-prone, accept blame for situations beyond her control and needlessly apprehensive over her abilities. *Find an example of where Courtney worked on a project or task that failed to meet its objectives. What part did she play in this event?*



# PERSONALITY ASSESSMENT

## RESPONSE STYLE

The 15FQ+ contains a number of measures that examine the way in which the respondent has approached the questionnaire. The results indicate that Courtney Place has responded to the questionnaire in an open and honest manner.

## INTERPERSONAL STYLE

An analysis of Courtney's scores suggests that she has a slightly more private than outgoing nature, and may prefer to keep a reasonably clear separation between her work and personal life. While Courtney should be capable of building effective relationships, her preference may be for friendships of depth, rather than accumulating a lot of superficial acquaintances.

With a high level of social confidence, Courtney should enjoy meeting new people. A confident communicator, she should feel at ease in social situations, yet may run the risk of coming across as too over-the-top, particularly in the company of more low-key individuals.

While Courtney should be able to work independently, she appears equally comfortable in a team environment. Often, people with this profile will appreciate the scope to bounce their ideas around with others, yet can still be trusted to work with autonomy if required.

Courtney profiles as being no more or less confident than the average person in her intellectual ability and, as a result, should deal with concepts and complexity with reasonable ease. While she should enjoy tasks that offer some mental stimulation and challenge, she should still appreciate the chance for some reflective thought when working with new, or challenging material.

Presenting herself as a particularly assertive individual Courtney should feel at ease in a position of leadership. While energised by tough challenges, and likely to face adversity head on, she may not be so tolerant of other people's views or ways of doing things.

Courtney profiles as being direct and to the point in her communications. While some situations may call for a more open and forthright approach, she may distance others unnecessarily by coming across as excessively blunt and off-hand. Probably tending to speak first and think later, she may be seen as lacking tact.

Not particularly suspicious or sceptical, Courtney is likely to give people the benefit of the doubt. She should, however, understand that people cannot always be taken at face value and therefore exercise some caution with people who have previously let her down, or with individuals she does not know.

More enthusiastic and spontaneous than the average person, Courtney should be reasonably quick to act in response to new opportunities that come her way. There may be times, however, when her energy causes her to act prematurely, when a more cautious approach would have been appropriate.

## THINKING STYLE

Courtney profiles as having a conscientious and methodical nature and is likely to set high standards for herself and others. Typically, people with this profile are neat, tidy, and well organised and can be trusted to finish what they have started. Although she should have some appreciation for the bigger picture, her preference may be to attend to the detailed aspects of a task.

More soft-hearted in her outlook than the average person, Courtney should consider the human implications of a decision, and concern %himself% with what people think. While able to engage with colleagues at an emotional level, she may struggle to make a difficult decision that could impact on people she cares about.



Courtney profiles as being a reasonably creative, imaginative individual who should enjoy engaging in discussion at a more abstract level. Willing to look beyond the obvious when problem solving, Courtney should be able to come up with novel, innovative ideas, yet may need to work alongside others to ensure the practical application of her ideas.

Her results suggest that Courtney has a strong dislike for what she sees as bureaucratic process, and may be ideally suited to working in a role that provides the latitude to work through issues in her own way. Likely to favour new, radical approaches, Courtney may frustrate others by being overly quick to reject existing systems and processes.

Courtney profiles as being reasonably concerned about her reputation and fitting in, and as such, should appreciate knowing how others view her. While unlikely to openly question authority, Courtney may still believe that respect has to be earned, rather than simply given as a consequence of one's position or rank.

## COPING STYLE

With an emotionally resilient outlook, Courtney should be able to remain calm and collected under pressure and hold things together during tough times. Unlikely to be ruffled by life's ups and downs, she should have a settling influence on others.

Her results suggest that Courtney is unlikely to be troubled by feelings of self-doubt when working on a task in which she has past experience, yet may doubt her ability when stepping outside her comfort zone. In line with this, Courtney may not always give herself credit for her achievements and talk down her successes.

Reasonably relaxed and composed, Courtney should be able to ignore petty inconveniences. While work is likely to be an important element of her life, it does not look to be the be-all-and-end-all. As such, she should strive for a balance between work and personal interests so that one does not dominate the other.



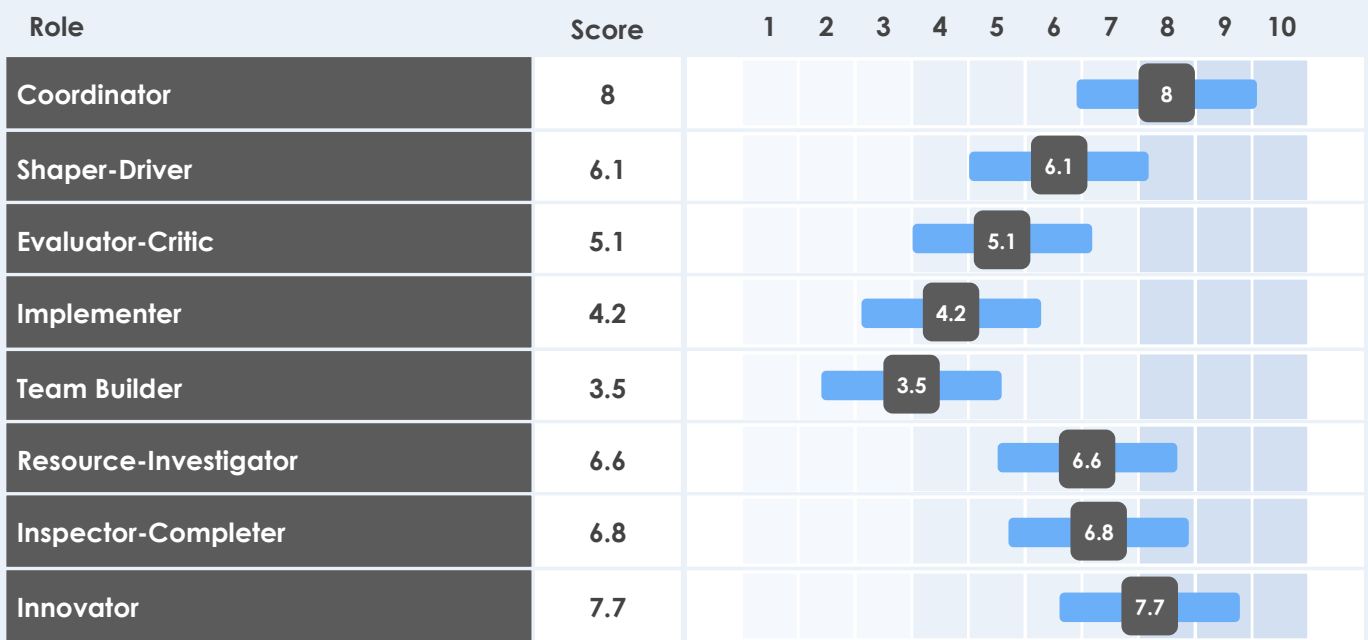


# DERIVED DIMENSIONS

## TEAM ROLES

The Team Roles describe how Courtney is likely to interact with her colleagues in a team situation. The specific ways in which she will express her preferred team style may, however, vary according to the situation. In addition, this behavioural style takes no account of her intellectual approach to problems and the quality of her decisions. The scores below indicate Courtney'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 Courtney's predominant and secondary team styles is provided.

### TEAM ROLE CHART



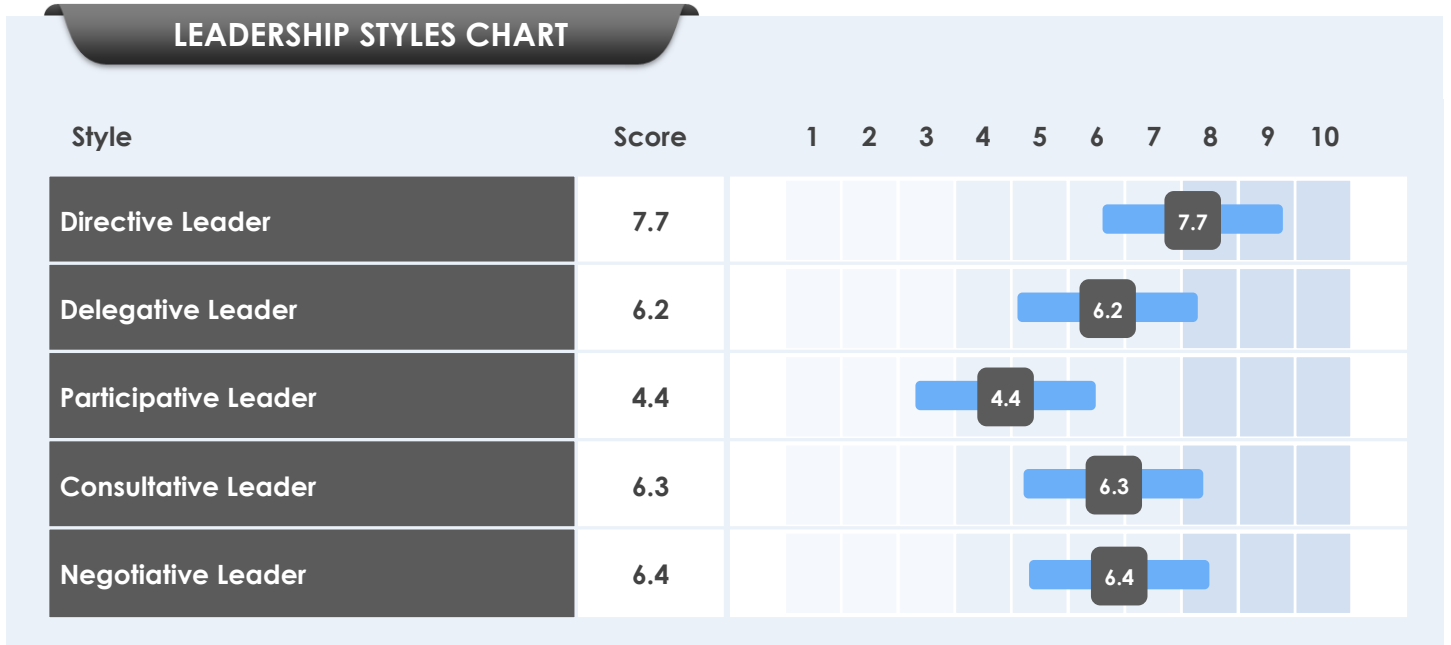
### Team Role Combination – Innovator/Coordinator

Courtney appears to have the rare combination of creativity with the social ability to co-ordinate a group towards a common objective. Although highly imaginative and intellectually minded herself, she values and can build on the contributions of all in a group without the need for self-acclaim. When working on a problem with a team, she should be able to assert her own opinions, whilst allowing others to have their say as well. If the group gets stuck, her talent will be in presenting options for action which she will work to get others to endorse. At times, however, she may get caught up in her own ideas and forget to solicit group opinion, but she probably has the wisdom to know the importance of having the group behind her before proceeding on a course of action. Her drive for results will be shown by her readiness to take responsibility and by not shrinking from difficult tasks or decisions when there is a need. To some extent, she might find it difficult to balance her imaginative side, which calls for freedom to experiment, with her managerial side, which displays itself as a calm, controlled effort in drawing together the talents in a group on a project. She may need to allow herself some solitary time so she can break loose of her concern for duty and objectives in order to realise some creative potential. Given the right circumstances, she could serve in two valuable roles, as an individual contributor of ideas and a team member who skillfully utilises group abilities.



## LEADERSHIP STYLES

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Courtney 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 Courtney'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: Directive Leader

Directive leaders are characterised by having firm views about how and when things should be done. As such they leave little leeway for subordinates to display independence, believing that they should adhere to the methods and schedules as originally laid down. Having a high goal-orientation and being particularly concerned with results the Directive leader will tend to closely monitor the behaviour and performance of others. This may lead them to be perceived as a little cool and detached. This impression may be reinforced by the fact that they will be led by their own opinions rather than inviting others to contribute their ideas. Being a particularly self-directed leader may lead to the ideas of others to be excluded from consideration at the expense of their own. However, this will only prove to be problematic should their own judgement and abilities be called into question.

### Secondary Leadership Style: Negotiative Leader

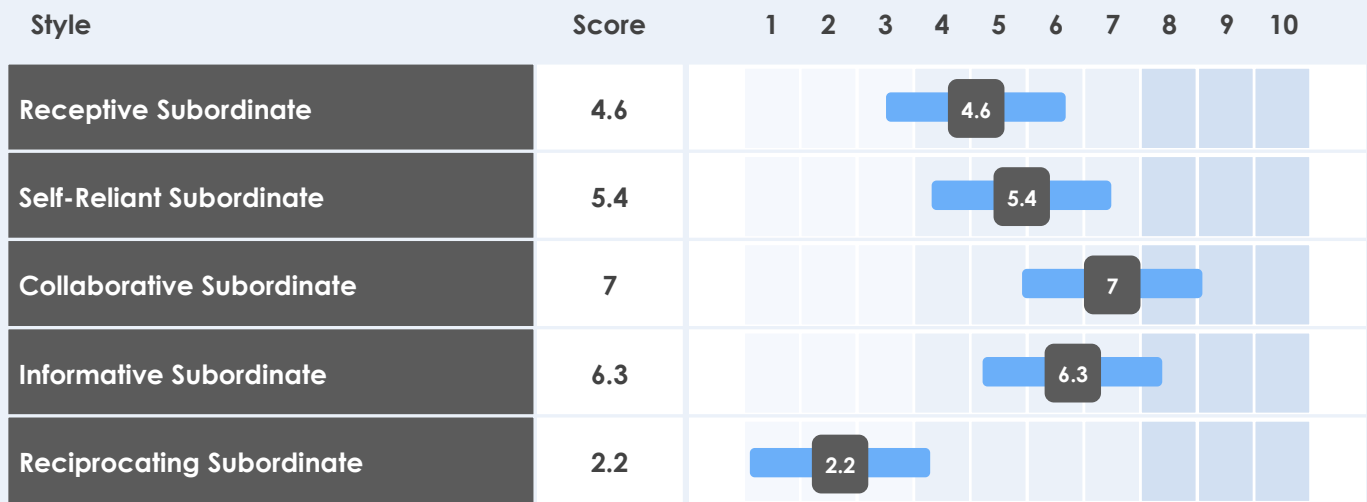
Negotiative leaders motivate subordinates by encouraging them, through incentives etc., to work towards common objectives. Hence, through a process of negotiation attempts will be made to arrive at some mutually equitable arrangement with the other members of the team so as to motivate them to work in a particular way. Negotiative leaders tend to rely on their skills of persuasion to achieve their stated goals. Many Negotiative leaders have well developed image management skills and they typically utilise these to moderate their approach according to the circumstances in which they find themselves. This capability, coupled with a desire to achieve, can mean that sometimes they adopt unconventional methods to achieve their desired objectives.



## SUBORDINATE STYLES

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Courtney 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 Courtney 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.

### SUBORDINATE STYLES CHART



#### Primary 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.

#### Secondary Subordinate Style: Informative Subordinate

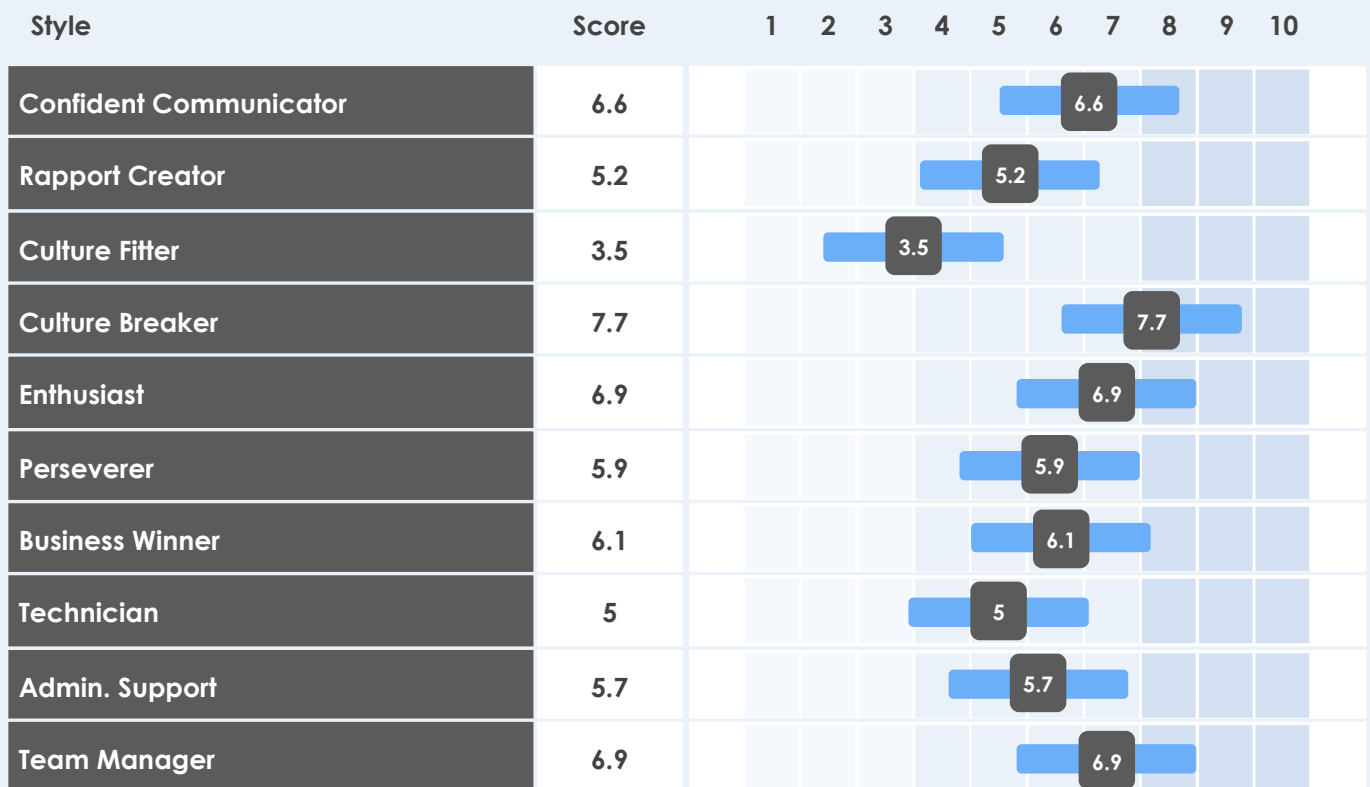
Managers generally approach Informative Subordinates in the knowledge that their ideas and opinions will be sound and informed. Informed Subordinates typically produce creative ideas and innovative solutions. Their capacity to subject their own ideas and those of others to a detailed critical analysis usually means that their proposed solutions rarely have any major flaws. Consultative leaders will value such individuals within their team, viewing them as a useful and reliable source of information.



## INFLUENCING STYLES

The Influencing Styles describe which of a range of styles Courtney 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 Courtney'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 Courtney's predominant and Secondary Influencing Style is provided.

### INFLUENCING STYLES CHART



#### Primary Influencing Style: Culture Breaker

In contrast to many other approaches the Culture Breaker will generally take a radical stance, presenting ideas which are likely to be different from the culture of the client's organisation. Through presenting such radical ideas they will tend to create an image of knowledgeable integrity. The recipient is then likely to feel that they are receiving information based on a reasoned assessment of their needs. Obviously, the success of this approach is dependent upon the confidence and technical competence of the Culture Breaker.

#### Secondary Influencing Style: Team Manager

The Team Manager's main objective is to motivate the individual members of the team. Typically they will have a good track record when it comes to selling or influencing and they draw upon their experience in order to optimise the performance of the team. This will typically be achieved through the effective delegation of activities to other members of the team, and by using appropriate rewards to maintain the morale and enthusiasm of each of the individual team members.



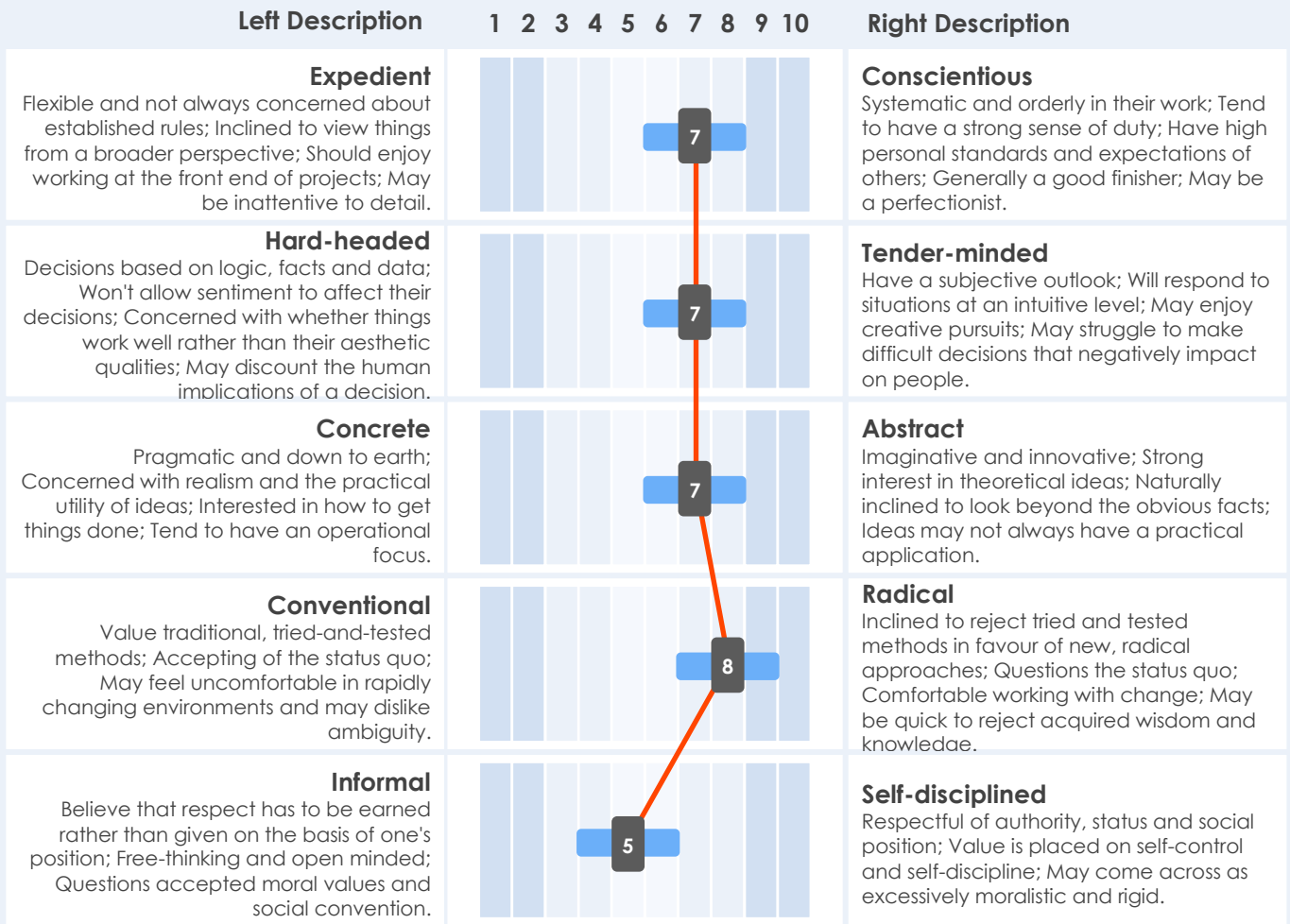
# 15FQ+ PROFILES

## INTERPERSONAL STYLES PROFILE

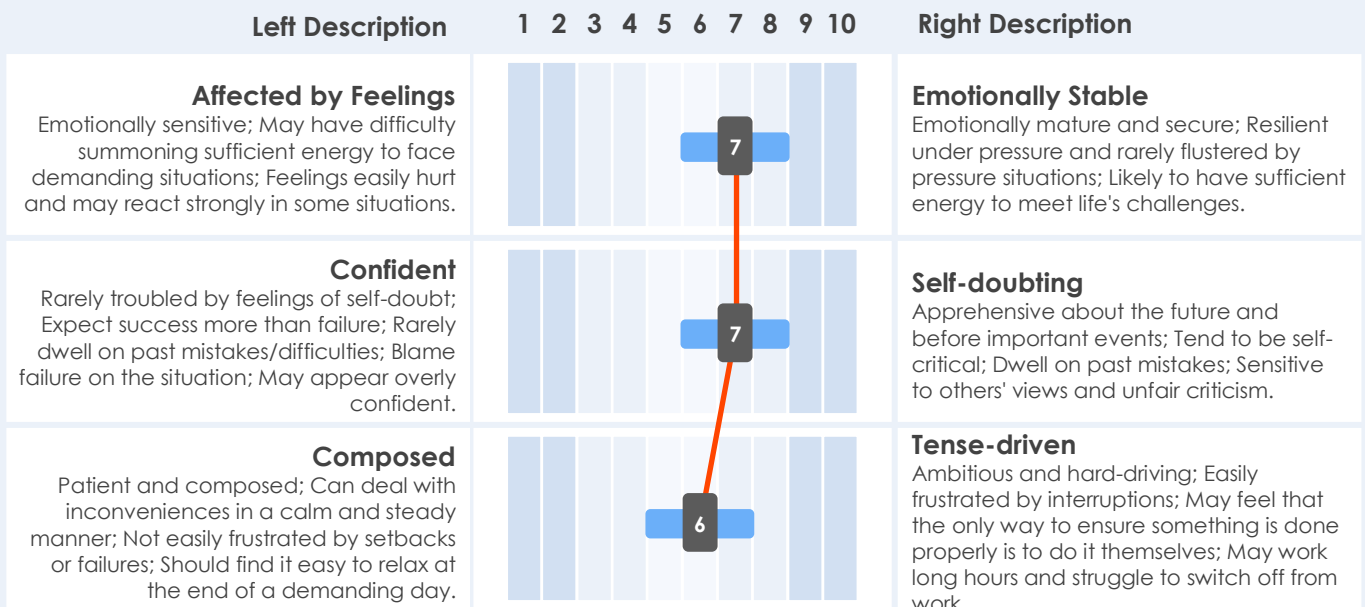
Left Description	1 2 3 4 5 6 7 8 9 10	Right Description
<p><b>Distant Aloof</b> Low need for affiliation; Disinclined to talk about personal matters or express feelings; May feel uncomfortable with overly friendly people; Prefer relationships of longevity and depth.</p>		<p><b>Empathic</b> Friendly, warm, and supportive; Natural interest in other people; Personable and affable; Likely to be valued team members; May blur boundaries between work and socialising.</p>
<p><b>Retiring</b> 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.</p>		<p><b>Socially-bold</b> 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.</p>
<p><b>Group-oriented</b> 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.</p>		<p><b>Self-sufficient</b> Self-reliant individuals who are happy working autonomously; May see group decision making as inefficient; Tend to be selective about consulting others.</p>
<p><b>Low Intellectance</b> 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.</p>		<p><b>High Intellectance</b> Confident of own intellectual ability; Enjoy working on tasks that are intellectually demanding; Keen to learn new information; Preference for complex arguments and ideas.</p>
<p><b>Accommodating</b> 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.</p>		<p><b>Dominant</b> 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.</p>
<p><b>Direct</b> 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.</p>		<p><b>Restrained</b> 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.</p>
<p><b>Trusting</b> 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.</p>		<p><b>Suspicious</b> 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.</p>
<p><b>Sober Serious</b> 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.</p>		<p><b>Enthusiastic</b> Energetic and carefree; Should be drawn to stimulating social situations; May take action without fully considering the consequences.</p>



## THINKING STYLES PROFILE



## COPING STYLES PROFILE





## BIG FIVE PROFILE

Scale	Left Description	1 2 3 4 5 6 7 8 9 10	Right Description
E	<b>Introversion</b> Orientated towards their own inner world of thoughts, perceptions and experiences; Self-contained; Less socially active; Prefer solitary activities; Reserved and socially inhibited.		<b>Extraversion</b> Strong people orientation; Seek out situations to be with or engage others; Socially confident and uninhibited; Good at initiating and maintaining personal relationships/networks.
N	<b>Low Anxiety</b> Emotionally mature and resilient; Satisfied with life; Self-assured; Tend to cope well with pressure and emotionally demanding situations.		<b>High Anxiety</b> Anxious about the future; Distrusting of others; Dissatisfied with self and past achievements; Tend to have difficulty coping with demanding situations.
O	<b>Pragmaticism</b> Realistic with a preference for concrete and tangible solutions; Factually-based actions and decisions; Conventional and unsentimental; Focussed on the utility of ideas.		<b>Openness</b> Intellectually orientated; Preference for creative and innovative approaches to problems; Open to possibilities; Enjoy broad concepts and theories; Appreciate artistic pursuits.
A	<b>Independence</b> 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 confrontational.		<b>Agreeableness</b> Empathic and sensitive; Strong concern for others' needs; Averse to criticising or disciplining others; Happy to come to a compromise.
C	<b>Low Self-Control</b> 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.		<b>High Self-Control</b> Conform to social norms and expectations; Dutiful and dependable; Highly conscientious.

## RESPONSE STYLE INDICATORS

	Low	Medium	High
	1 2 3	4 5 6 7	8 9 10
<b>Central Tendency</b> A high score suggests that the respondent has been indecisive and/or non-committal in their answers.			
<b>Infrequency</b> A high score indicates that the respondent has provided unusual responses and may not have attended diligently to the questionnaire.			

Distortion Scales	Low	Medium	High
	1 2 3	4 5 6 7	8 9 10
<b>Social Desirability</b> A high score indicates that the respondent answered in a way which may present an unrealistically positive image of themselves.			
<b>Faking Good</b> A high score suggests that the respondent disagreed with a number of unfavourable items that routinely apply to most people.			
<b>Faking Bad</b> A high score suggests that the respondent agreed with a number of unfavourable items that are unlikely to apply to him/her.			



## Options to Assist Professional Development

We've listed some external resources & training courses that may aid your professional development. Consider whether any of the following suggestions may facilitate your ability to reach your development objectives.

### **Interpersonal Style**

*Behaviours you may exhibit and what you can do to improve:*

High Social-Boldness, High Dominance, High Directness

- Build an awareness of your interpersonal style and how it impacts on others by requesting feedback from a trusted colleague. Try role playing different approaches to determine the most effective interpersonal style for a given situation.
- Avoid addressing conflict with excessive force and focus on learning to resolve conflict in an effective manner that result in a win-win outcome.
- Assess your decision-making style, paying attention to the extent to which you solicit others' ideas. Look for opportunities to use a more participative approach.
- When talking with someone on the telephone, avoid sorting through your in-basket or doing other work.
- Develop your assertiveness skills. Learn to say what you think and feel in ways in which others can hear and understand.
- Watch for non-verbal cues of disinterest or lack of understanding in others so you can clarify your point.

*Training courses you may find beneficial:*

- Attend a professional development workshop that focuses on building greater self-awareness, such as the Leadership Development Intensive (LDI) offered by Core Leadership. Find them online at [www.coreleadership.co.nz](http://www.coreleadership.co.nz) or phone: 06 877 2359

*Books to read:*

- Interpersonal Skills at Work, by John Hayes
- Triggers: Creating Behaviour that Lasts, by Marshall Goldsmith
- Crucial Conversations, by Kerry Patterson

*Short videos to watch:*

- [Susan Cain: The Power of Introverts \(19 minutes\)](#)
- [How to Speak up for Yourself, Adam Galinsky \(15 minutes\)](#)

*Podcasts to listen to:*

- [How to Be Assertive Without Being Aggressive](#)
- [How Your Language Affects Your Success](#)





## **Thinking Style**

*Behaviours you may exhibit and what you can do to improve:*

High Radical

- When managing complex or multiple projects, use a flowchart to track and distribute the work load over time.

*Books to read:*

- Purple Cow: Transform Your Business by Being Remarkable, by Seth Godin
- Healthy Thinking - How to Turn Life's Lemons into Lemonade, by Dr Tom Mulholland
- Six Thinking Hats, by Edward De Bono
- The Confident Decision Maker, by Roger Dawson
- Who Moved My Cheese, by Spencer Johnson

*Short videos to watch:*

- Marisa Peer: To reach beyond your limits by training your mind (16 minutes)
- Shawn Achor: The happy secret to better work (12 minutes)

*Podcasts to listen to:*

- How to be Productive, Not Busy

## **Coping Style**

*No extreme traits – here are some universal suggestions for you to consider.*

- Decontaminate your leisure time. Set aside time to have fun and don't let work or thoughts about it intrude.
- Have your manager put you in ambiguous situations and coach you how to cope with them.

*Books to read:*

- Feel the Fear and Do it Anyway, by Susan Jeffers
- Thrive: The Third Metric to Redefining Success and Creating a Life of Well-Being, Wisdom, and Wonder, by Arianna Huffington
- The Happiness Advantage: The Seven Principles of Positive Psychology that Fuel Success and Performance at Work, by Shawn Achor

*Short videos to watch:*

- Amy Morin: The Secret of Becoming Mentally Strong (15 minutes)
- The Power of Vulnerability (20 minutes)

*Podcasts to listen to:*

- Resilience Unravelling - 7 Top Strategies to build Unstoppable Resilience, with Anne Grady



## Development Planning

### What else does this assessment tell me?

What are the highs and lows in this report?

What results reflect issues that are under personal control?

Which results are the most significant for the current role?

Which results are the most significant for career development?

### Where to from here?

What development is going to be the easiest for me to tackle first?

What actions can I take in the future to address any developmental need?

What actions can I take in the future to maximise my strengths?

Who else needs to be involved in making this change and in what capacity?

How will I know that I have been successful?

What priority and time frame will this change have?



## Setting Objectives

The success of your development rests heavily on your willingness to translate the information provided in this report into actions and goals for moving forward. To achieve this end, you may find the following outline useful:

### Identify your objectives

An objective is an agreed target that must be reached. It is clearly stated and specific so that you know when you have achieved it.

### Make your objectives specific and time bound

Your objective must specify WHAT you will change, HOW MUCH, and BY WHEN this change will take place.

### Link your objectives to appropriate, measurable results

Specifying 'how well' you will do something can be difficult, yet it is important as it describes the standard to which you aim to make any change and the extent to which your objectives have been achieved.

### Identify any external resource requirements

Your action plan must specify what resource requirements, reference material and support (both internal and external) that you might need in order to reach your objectives. These will need to be agreed in advance with your Manager.



## Action Plan

Objectives	Resources	Target Date	Measurable Results
What is my target behaviour? What do I want to accomplish?	How will I achieve the objective and what resources do I need?	When will I achieve this objective?	How will I know when I have achieved the objective?