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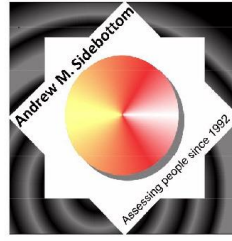**Business Psychologist, Psychometric Assessment Specialist, Coach**

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Sample | Company
08 Jun 2018

EXPERT

DERAILERS REPORT

FIFTEEN FACTOR QUESTIONNAIRE PLUS

PERSONALITY
15FQ+

WWW.PSYTECH.COM

REPORT STRUCTURE

This report presents a sample Personality Derailers profile in the following sections:

1. Guide to Using This Report
- Introduction
- Dimensions
- Results Scale
- Reference Group Used
- Response Style

2. Derailers Profile
- Derailers Profile Chart

3. Dysfunctional Behavioural Categories
- Eccentric – Absent-minded
- Appeasing – Acquiescent
- Suspicious – Mistrustful
- Volatile – Explosive
- Undisciplined – Nonconformist
- Detached – Disengaged
- Rigid – Perfectionistic
- Confrontational – Challenging
- Manipulative – Machiavellian
- Avoidant – Passive
- Arrogant – Self-centred
- Moody – Sullen

DISCLAIMER

This is a strictly confidential assessment report on a sample. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of a sample.

The derailer 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.

GUIDE TO USING THIS REPORT

INTRODUCTION

Risk is an inevitable by-product of almost any activity. This holds true to the risk factors associated with hiring decisions, which are no more so evident than when hiring managers or leaders. While it is often not possible for organizations to eliminate their exposure to such risks entirely, organisations can work to understand the risks and manage their exposure more effectively by investigating individuals' tendencies towards counterproductive behaviour. Personality derailers help identify such challenging behaviours.

The derailers report describes respondents' Fifteen Factor Questionnaire Plus (15FQ+) assessment results in terms of a series of dysfunctional behaviours that can present challenges for organisations in a variety of work settings. The dysfunctional behaviours assessed in this report have been developed from the American Psychiatric Association's and the World Health Organisation's systems for classifying personality disorders and from the seminal work of Theodore Millon on dysfunctional personality types. Despite the origin of these behaviours it should be noted, however, that the report does not assess clinical problems, but rather personality types that can be problematic in work settings.

1	Eccentric – Absent-minded	7	Rigid – Perfectionistic
2	Appeasing – Acquiescent	8	Confrontational – Challenging
3	Suspicious – Mistrustful	9	Manipulative – Machiavellian
4	Volatile – Explosive	10	Avoidant – Passive
5	Undisciplined – Nonconformist	11	Arrogant – Self-centred
6	Detached – Disengaged	12	Moody – Sullen

While extreme personality profiles present significant challenges in most organisational and work contexts, they can also be characteristic of high achievers. (This reflects the fact that high achievers often have quite rare and extreme personality profiles.) Whether such profiles result in functional or dysfunctional behaviour is, in turn, dependent upon the demands of the specific job role, and on the nature of the organizational culture. For example, while someone who has a high score on the 'Confrontational-Challenging' behavioural category is likely to create discord, disharmony and destabilise most organizations, such behavioural categories are often found among effective change agents and innovators. Similarly, while someone who has a high score on the 'Manipulative-Machiavellian' behavioural category may be prone to destabilise most organizations by acting in a manipulative and self-serving manner, such behavioural categories are often associated with effective 'political' operators and negotiators.

Therefore, when basing selection and assessment decisions on this report, it is important to consider the specific demands of the job, and nature of the organisation/team a sample is/will be working with, as this will influence whether the behaviour will be functional or dysfunctional in that particular work context.

The behavioural categories assessed by this report are not pure personality types, but rather are collections of traits which, in combination, can have a negative impact upon a person's performance and culture fit within a given organisation. The dysfunctional behavioural categories consist of extreme scores on combinations of traits that occur quite rarely in the general population. Hence it is not uncommon for an individual to obtain no elevated scores on any of these dysfunctional behaviours. In such circumstances the Personality Derailer

Report will provide only limited information about that person's most likely performance, and typical behaviour, at work. In such situations assessors should refer to the other 15FQ+ reports (i.e. the Extended, Emotional Intelligence or Competencies Reports, etc.) to facilitate their selection and assessment decisions.

The report describes those dysfunctional behaviours that sample 15FQ+ profile suggests he may be prone to display at work. These should be treated as hypotheses to be explored in greater detail through further assessment. Moreover, when basing selection and assessment decisions on this report it is important to mindful that how likely it is sample will display any of the behaviours that have been identified in this report, will be moderated by a number of factors. These included his ability level, and job specific skills and knowledge, as well as situational factors, such as the organisation's culture and climate. The report should therefore be interpreted with reference to the results of other relevant assessments. For example:

- Whether or not sample has displayed any dysfunctional work behaviours in the past, can be assessed through a critical review of his work history, achievements and qualifications to date.
- His propensity to display dysfunctional work behaviours can also be assessed through structured interviews, situational judgement tests, role-plays and assessment centre exercises.
- His aptitudes and abilities can be assessed through the use of well-validated, work relevant psychometric tests.
- Sample's job specific skills and knowledge can be assessed through work sample tests, behavioural observation, role-plays and assessment centre exercises.

Please Note:
- The dysfunctional behaviour scores are calculated from Sample's responses on the 15FQ+ personality questionnaire. If this report is to be used to compare different individuals, it is essential that all the reports have been produced using the same norms.
- The report describes Sample's most typical behaviour. Whether or not he will display any identified dysfunctional behaviour in a particular work setting will be influenced by the factors outlined above.

DIMENSIONS

Definitions of the 12 dysfunctional behaviours are presented below.

DYSFUNCTIONAL WORKPLACE BEHAVIOURS

Eccentric – Absent-minded: Individuals with a high score on this dysfunctional behavioural category have little concern for practical matters. They may also be inattentive to practical everyday matters, be forgetful and drift off into flights of fantasy.

Appeasing – Acquiescent: Individuals with a high score on this dysfunctional behavioural category lack assertion and tend to worry about what others think of them. As a result they are prone to say things that they believe will please others and place others' personal needs over their own.

Suspicious – Mistrustful: Individuals with a high score on this dysfunctional behavioural category are suspicious and prone to doubt others' motives. Tending to take a cynical view of human nature, they are likely to believe people are out to further their own ends. As a result, they would be expected to have little tolerance for others and are likely to show their irritation and frustration with them.

Volatile – Explosive: Individuals with a high score on this dysfunctional behavioural category are tense-driven and lacking in composure. In addition to this, they may have difficulty controlling their emotions. As a result, they are likely to vent their frustrations without giving consideration to the impact their outbursts will have on others.

Undisciplined – Nonconformist: Individuals with a high score on this dysfunctional behavioural category are spontaneous and flexible in their attitude and approach towards work, and are unlikely to feel bound by organisational rules, regulations and procedures. They are likely to be inattentive to detail and to be prone to make careless errors and mistakes. They may also be prone to rejecting tried and tested methods out of hand, and to break with the past, simply for the sake of rejecting custom and practice.

Detached – Disengaged: Individuals with a high score on this dysfunctional behavioural category have little interest in other people and are likely to be viewed as being cut-off, distant and reclusive. As a result, they are likely to dislikes teamwork, preferring to work on their own, away from what they may see as the distractions of other people.

Rigid – Perfectionistic: Individuals with a high score on this dysfunctional behavioural category are very perfectionistic and may be obsessive. Consequently, they are likely to be prone to become so focused on details as to lose sight of the bigger picture. As a result, they may be inflexible and rigid in their approach to problems.

Confrontational – Challenging: Individuals with a high score on this dysfunctional behavioural category are direct and may be pointed in their dealings with others. They are unlikely to be diplomatic and tactful, and would not be expected to hold back from saying what is on their mind, even if this might upset others. In addition to this they are likely to appear forceful and pushy, and be prone to be confrontational if challenged.

Manipulative – Machiavellian: Individuals with a high score on this dysfunctional behavioural category are cynical about human nature. As a result, they will be reluctant to deal with others in an open and upfront manner. Being disposed to approach working relationships in political way, they might be expected to be inclined to respond to events in what they consider to be a 'politically expedient' manner. As a result, they might say things which they believe others want to hear.

Avoidant – Passive: Individuals with a high score on this dysfunctional behavioural category lack confidence and are prone to feel anxious in social settings. Consequently, they would be expected to be reluctant to express their views and opinions. Prone to self-doubt, they may avoid taking on tasks for fear of making errors or mistakes.

Arrogant – Self-centred: Individuals with a high score on this dysfunctional behavioural category are confident in social setting, and tend present themselves as being very sure of their own views and opinions. As a result, others may consider them to be arrogant or even opinionated. They are also likely to have little interest in other people and would not be expected to be sensitive to others people's needs.

Moody – Sullen: Individuals with a high score on this dysfunctional behavioural category are prone to mood swings. Consequently their colleagues may find them to be changeable and unpredictable in how they react to events and situations. Having lower levels of energy and drive than most people, they are likely to have difficulty dealing with setbacks and failures, and may be inclined to give up when faced with adversity.

RESULTS SCALE

A reference group is used to evaluate Sample's results and determine his tendency to exhibit dysfunctional workplace behaviours compared to others. His results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a "Low" to a "High" risk is provided to help highlight areas of concern.

Scores (1-2)	Scores (3-4)	Scores (5-6)	Scores (7-8)	Scores (9-10)
L	**ML**	**M**	**MH**	**H**
Low Risk	**Moderate-Low Risk**	**Moderate Risk**	**Moderate-High Risk**	**High Risk**
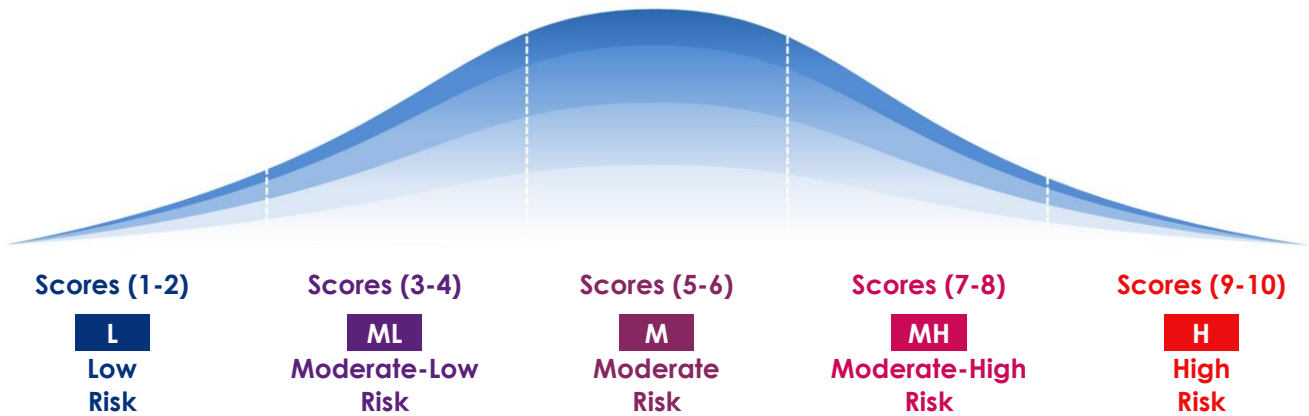
REFERENCE GROUP USED

The following norm was used to generate this report:

Test	Norm Used	Sample Size
Fifteen Factor Questionnaire Plus (15FQ+)	Professional Managerial	1186

RESPONSE STYLE

The Fifteen Factor Questionnaire Plus (15FQ+) contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately. Such measures inform practitioners of the degree to which they can trust and rely on the interpretation of respondents' profiles.

The results suggest that Sample could have been rather concerned to present himself in both a socially acceptable manner and as an ideal employee. That is, he may have intentionally (or otherwise) selected answers that project a highly positive image that he considered to be advantageous to the outcome given the context in which the questionnaire was completed. It should be understood that this indication may occur for one of two reasons: It may be the result of a deliberate and considered strategy or alternatively a reflection his true personality, where his true personality is more a function of the genuine altruism or desire to engage in positive organisational citizenship than an attempt to distort profile indications.

DERAILERS PROFILE

The dysfunctional behaviour scores are weighted composites of the traits that contribute to each behaviour. The score any given individual obtains on these scales depends not only upon that person's pattern of strengths and weakness across the behavioural categories, but also on the importance of each trait in contributing to the particular behavioural category.

Scores which pose 'High' or 'Moderate-High' risks should be investigated further. Descriptions of the behaviours which may impact Sample's work are provided in the following sections.

DERAILERS PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Eccentric – Absent-minded	M						6				
Appeasing – Acquiescent	ML				4						
Suspicious – Mistrustful	ML				4						
Volatile – Explosive	L		2								
Undisciplined – Nonconformist	MH							7			
Detached – Disengaged	M				4						
Rigid – Perfectionistic	ML			3							
Confrontational – Challenging	M						6				
Manipulative – Machiavellian	M					5					
Avoidant – Passive	ML			3							
Arrogant – Self-centred	ML				4						
Moody – Sullen	L		2								

ECCENTRIC – ABSENT-MINDED

ECCENTRIC – ABSENT-MINDED PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Eccentric – Absent-minded	M						●				

RISK LEVEL

The scale score Sample obtained on the 'Eccentric – Absent-minded' dysfunctional behaviour category falls within **the average range**. This suggests he is unlikely to display significant challenging behaviours within this category.

POTENTIAL RISKS

■ His views and opinions are likely to be different from those of most people.

Although potential risks have been highlighted, the risk of such behaviours arising remains moderate. If such behaviours do emerge, they are likely to be when Sample is stressed or working under extreme conditions.

PROBING QUESTIONS

■ What was the last idea you became preoccupied with? How did it influence your work?
■ Do you think you spend more or less time, thinking about things, than might others in your working group?
■ Compared to others in your working group, do you think you have a preference for decisions based on logic, or on personal values?
■ Do you prefer to work on 'bigger picture' ideas or do you prefer to get involved in the details of matters? Please provide an example.

APPEASING – ACQUIESCENT

APPEASING – ACQUIESCENT PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Appeasing – Acquiescent	ML				●						

RISK LEVEL

The scale score Sample obtained on the 'Appeasing – Acquiescent' dysfunctional behaviour category falls within **the below average range (i.e. is 4 or less)**. This suggests it is unlikely he will display challenging behaviours within this category.

POTENTIAL RISKS

■ No potential risks could be derived from his profile on this dysfunctional behaviour category.

PROBING QUESTIONS

■ Tell me about a work situation in which others voiced different feelings to yourself over something that was important to you. How did you handle it?
■ Give me an example of when you last put your own wishes before those of others?
■ What sort of person do you find most difficult to deal with and why?

SUSPICIOUS – MISTRUSTFUL

SUSPICIOUS – MISTRUSTFUL PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Suspicious – Mistrustful	ML				●						

RISK LEVEL

The score Sample obtained on the 'Suspicious – Mistrustful' dysfunctional behaviour category falls within **the below average range (i.e. is 4 or less)**. This suggests it is unlikely he will display challenging behaviours within this category.
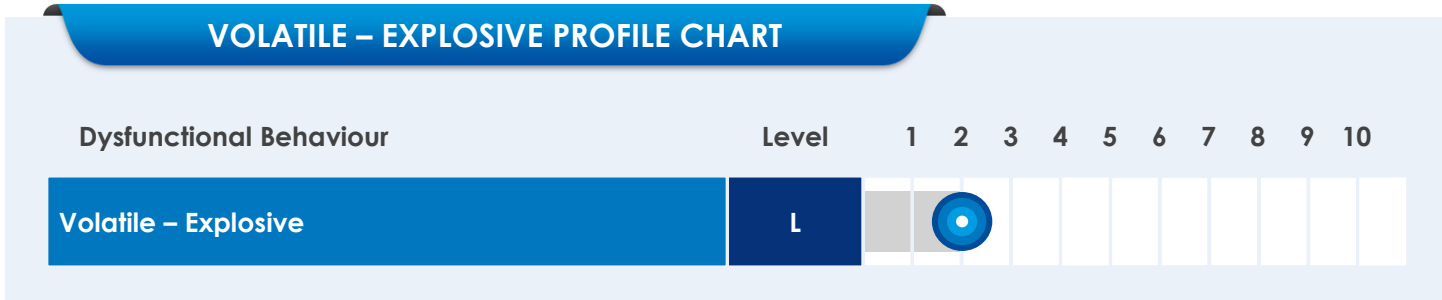
POTENTIAL RISKS

- No potential risks could be derived from his profile on this dysfunctional behaviour category.

PROBING QUESTIONS

- 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?
- Are others in your working group more or less sceptical than yourself?
- Tell me about a time you had to give the benefit of the doubt to someone at work.

VOLATILE – EXPLOSIVE

VOLATILE – EXPLOSIVE PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Volatile – Explosive	L		●								

RISK LEVEL

The score Sample obtained on the 'Volatile – Explosive' dysfunctional behaviour category falls within **the very low range (i.e. is 2 or less)**. This suggests it is very unlikely he will display challenging behaviours within this category.

POTENTIAL RISKS

- No potential risks could be derived from his profile on this dysfunctional behaviour category.

PROBING QUESTIONS

- Do you think those with whom you work closest are more relaxed than you, or less so? What evidence have you got for your views?
- Does your present job require a sense of urgency? Give an example.
- Do you think you are better at working under pressure than some of your colleagues? Please explain.

UNDISCIPLINED – NONCONFORMIST

UNDISCIPLINED – NONCONFORMIST PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Undisciplined – Nonconformist	MH							●			

RISK LEVEL

The score Sample obtained on the 'Undisciplined – Nonconformist' dysfunctional behaviour category falls within **the above average range**. This suggests he is more likely than many to display challenging behaviours within this category.

POTENTIAL RISKS

■ Sample is unlikely to feel that bound by organisational rules, regulations and procedures.
■ Inclined to be unconventional in his attitudes and opinions, Sample would be expected not to feel a natural sense of commitment to the organisation's ethical culture.
■ His profile suggests he may prone to reject tried and tested methods out of hand, and to break with the past, simply for the sake of rejecting custom and practice.
■ At times others may feel his radical views are simply intended to shock, or to challenge established opinion, of which he is likely to be dismissive.
■ Tending to believe respect has to be earned, rather than being due to a person's position or status, Sample is unlikely to accept authority without question.

PROBING QUESTIONS

■ Do you have friends who ignore social niceties? What do you think of them? To what extent if any, do they embarrass you?
■ Do you feel most people are focused on tried-and-tested solutions? Are there any merits to such solutions? Please explain.
■ Can you think of an occasion when you did something which shocked or surprised a group of friends, or people at work?
■ When did you last just 'say what you felt' when talking to your boss or someone else of importance?

DETACHED – DISENGAGED

DETACHED – DISENGAGED PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Detached – Disengaged	M					●					

RISK LEVEL

The score Sample obtained on the 'Detached – Disengaged' dysfunctional behaviour category falls within **the average range**. This suggests he is unlikely to display significant challenging behaviours within this category.

POTENTIAL RISKS

- His profile suggests he dislikes teamwork, much preferring to work on his own, away from what he may see as the distraction of other people.

Although potential risks have been highlighted, the risk of such behaviours arising remains moderate. If such behaviours do emerge, they are likely to be when Sample is stressed or working under extreme conditions.

PROBING QUESTIONS

- Can you think of an occasion when you found it easier to work on your own rather than in a group?
- Have you found it easier to cope when you are under pressure by getting on with things on you own?
- Describe a team experience you found particularly disappointing. What made the experience disappointing?

RIGID – PERFECTIONISTIC

RIGID – PERFECTIONISTIC PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Rigid – Perfectionistic	ML			●							
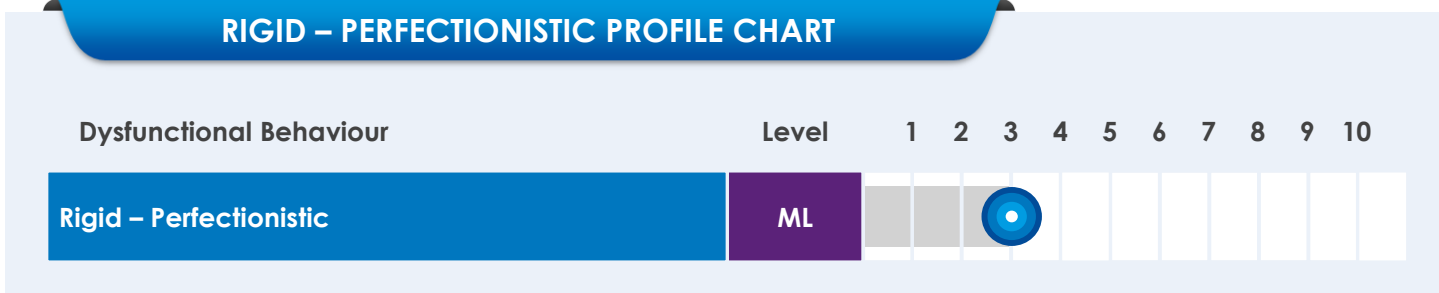
RISK LEVEL

The score Sample obtained on the 'Rigid – Perfectionistic' dysfunctional behaviour category falls within **the below average range (i.e. is 4 or less)**. This suggests it is unlikely he will display challenging behaviours within this category.

POTENTIAL RISKS

- No potential risks could be derived from his profile on this dysfunctional behaviour category.

PROBING QUESTIONS

- Give me an example of a work-related risk you took which paid off.
- Are there any aspects of your work which require you to look at 'the big picture', rather than be concerned with the detail?
- Tell me about a time someone approached you with an innovative idea. What did you do?
- Give me an example of when you initiated a change at work.

CONFRONTATIONAL – CHALLENGING

CONFRONTATIONAL – CHALLENGING PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Confrontational – Challenging	M						●				

RISK LEVEL

The score Sample obtained on the 'Confrontational – Challenging' dysfunctional behaviour category falls within **the average range**. This suggests he is unlikely to display significant challenging behaviours within this category.

POTENTIAL RISKS

- His scores indicate he is likely to be forceful and pushy, and be prone to be quite confrontational if challenged.
- He would be expected to be keen to ensure he gets his own way and may be rather prone to 'ride rough shod' over others' views, opinions and needs.

Although potential risks have been highlighted, the risk of such behaviours arising remains moderate. If such behaviours do emerge, they are likely to be when Sample is stressed or working under extreme conditions.

PROBING QUESTIONS

- How do you deal with opposition to your ideas or plans?
- Tell me about a (work) situation in which others voiced different feelings to yourself over something that was important to you. How did you handle it?
- Give me an example of a situation when the feelings of others got in the way of progress. What did you do about it?

MANIPULATIVE – MACHIAVELLIAN

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Manipulative – Machiavellian	**M**					●					

MANIPULATIVE – MACHIAVELLIAN PROFILE CHART

RISK LEVEL

The score Sample obtained on the 'Manipulative – Machiavellian' dysfunctional behaviour category falls within **the average range**. This suggests he is unlikely to display significant challenging behaviours within this category.

POTENTIAL RISKS

- No potential risks could be derived from his profile on this dysfunctional behaviour category.

PROBING QUESTIONS

- Do others in your group look to you to 'give it to them straight' or do they see you more as a diplomat. Give an example.
- Tell me about a time when you developed trust and loyalty with those you were working with.
- What approach do you use to sell your ideas to others in your organisation? What are the benefits of this approach?

AVOIDANT – PASSIVE

AVOIDANT – PASSIVE PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Avoidant – Passive	ML			●							

RISK LEVEL

The score Sample obtained on the 'Avoidant – Passive' dysfunctional behaviour category falls within **the below average range (i.e. is 4 or less)**. This suggests it is unlikely he will display challenging behaviours within this category.

POTENTIAL RISKS

- No potential risks could be derived from his profile on this dysfunctional behaviour category.

PROBING QUESTIONS

- What if anything, makes you think you are more - or less - socially confident than those with whom you work?
- Tell me about a time when you stayed with an idea or project for longer than anyone expected you to.
- Describe a situation where you found it necessary to make an unpopular decision. How did you stand by your decision?
- Tell me about a time you had to communicate bad news to your team at work. What was the news and how did you communicate it?

ARROGANT – SELF-CENTRED

ARROGANT – SELF-CENTRED PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Arrogant – Self-centred	ML				●						

RISK LEVEL

The score Sample obtained on the 'Arrogant – Self-centred' dysfunctional behaviour category falls within **the below average range (i.e. is 4 or less)**. This suggests it is unlikely he will display challenging behaviours within this category.

POTENTIAL RISKS

- No potential risks could be derived from his profile on this dysfunctional behaviour category.

PROBING QUESTIONS

- Give me an example of supporting someone else's proposed ideas in a meeting.
- Describe a situation where you took the initiative to help or support a colleague at work.
- What do you do when you struggle to understand a complex concept?

MOODY – SULLEN

MOODY – SULLEN PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Moody – Sullen	L		●								

RISK LEVEL

The score Sample obtained on the 'Moody – Sullen' dysfunctional behaviour category falls within **the very low range (i.e. is 2 or less)**. This suggests it is very unlikely he will display challenging behaviours within this category.

POTENTIAL RISKS

■ No potential risks could be derived from his profile on this dysfunctional behaviour category.

PROBING QUESTIONS

■ Do you regard yourself as more or less predictable than others in your work group?
■ What do you do to maintain your enthusiasm during stressful work situations?
■ How do you think others amongst your working group cope with boredom? Are you less tolerant or more tolerant of routine than others in your group?
■ What are the things you look forward to most at work?