



Competency and Candidate Feedback Report

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CONFIDENTIAL

Introduction

The 16PF® Competency Report contains several sections, each written so that no training in psychometrics is necessary to interpret them.

Overall summary

A graphical summary is presented of the respondent's likely performance on a range of competencies. The competencies in the OPP Competency Model represent those that are most commonly used across different organisations. A respondent's potential is predicted from their profile on the 16PF questionnaire; this is evaluated on the basis of past research about the relationship between the 16PF instrument and competencies, and compiled using expert judgment. The appendix at the end of this report provides a quick reference guide to the meaning of each competency.

Competency results

In this section, each competency is explored in detail. The likely fit of the respondent to the competency is described, and development tips are offered. The descriptions are based on the degree of compatibility between the respondent's 16PF profile and the likely demands of the competency. The development tips are written according to whether they correlate positively or negatively with the 16PF factors. This correlation is denoted by a symbol at the side of each indicator from the 16PF:

- + for when the results of a 16PF factor suggest a positive relationship with the competency
- for a relationship which appears negative
- when the 16PF result is moderate or balanced between a positive and negative relationship.

Interview questions

This section can be used as a guide to conducting interviews based on competencies. Two standard interview questions are presented for all respondents in each competency, followed by more explorative questions that vary according to the respondent's 16PF profile. These questions focus on areas where the respondent may need to compensate for a potential gap between their 16PF profile and the requirements of the competency.

Use of the report

The statements contained in any computer-generated report should be viewed as hypotheses to be validated against other sources of data such as interviews, biographical data and other assessment results. All information in this report is confidential and should be treated responsibly.

It is important to consider that:

- The results are based on the respondent's description of their own personality and behaviour, which may not necessarily reflect the way other people see them. The accuracy of the results is therefore dependent on the respondent's openness in answering the questionnaire and upon their level of self-awareness.
- The results are compared against those of a large group of people who have completed the questionnaire.
- The report describes the respondent's likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about their ability.
- The prediction of potential is based on studies showing the relationship between a large variety of competencies and 16PF characteristics; therefore they show how competencies and personality relate for most people in these studies. However, there are different ways to fulfil the demands of a competency, and each person may have a different way to achieve this. The interview questions may be useful to understand the uniqueness of each individual in greater depth.

The results of the questionnaire are generally valid for 12–18 months after completion, or less if individuals undergo major changes in their work or life circumstances.

NOTE: This individual chose more socially desirable responses than is typical. Please consult a qualified 16PF practitioner.

Overall summary

	1	2	3	4	5
Competency	Poor fit	Marginal fit	Acceptable fit	Good fit	Excellent fit
Intellectual					
Analytical Problem-Solving					
Innovation					
Strategic Vision					
Commercial Awareness					
Clear Written Communication					
Technological Orientation					
Drive and Resilience					
Drive for Excellent Results					
Customer Focus					
Continuous Learning					
Coping with Pressure					
Initiative					
Flexibility					
Decision-Making					
Planning and Organising					
Reliability					
Interpersonal					
Cooperative Teamwork					
Influencing					
Clear Oral Communication					
Management of Others					
*Integrity and Respect for Others					

*This competency is best assessed through interview or a specialised integrity assessment; the 16PF results should be treated with care.

Competency results

Intellectual

Analytical Problem-Solving

1	2	3	4	5

Result: Excellent fit

Description

This competency is concerned with applying an analytical approach to solving problems and reaching logical conclusions. This means gathering information from a variety of sources and quickly gaining an understanding of it. It requires working effectively with complicated, conflicting or ambiguous information, and looking beyond the surface of issues to identify their underlying patterns and causes.

Indicators from the 16PF Questionnaire for Ms Sample

- + Ms Sample is likely to take a logical and objective approach to the analysis of data.
- + She may be inclined to analyse data and solve problems in a cautious, considered way.
- + When solving problems, she is likely to consider the broader context of the issue, likely implications and related issues.

Development tips

Ms Sample's approach will be well suited to problems requiring a particularly logical and analytical mindset. Whilst this approach should be generally suitable, she may find that, in some situations, her analysis could be even more accurate if she considered the impact of subjective factors, such as the values or opinions of those involved. To do this she could try to consider how different people may view the information she has and what impact this information may have on their evaluation of the problem at hand.

Ms Sample's cautious approach may mean she takes too much time over her analysis, which could be a problem if she is required to analyse a lot of information in a short time. She should practise working quickly with data, perhaps structuring her time to ensure she dedicates enough attention to the various parts of a problem.

Ms Sample's tendency to focus on the broader view may mean she misses crucial details or inconsistencies. She may need to set some time aside to review the details once she has generated her initial conclusions.

Competency results

Intellectual

Innovation

1	2	3	4	5

Result: Marginal fit

Description

Innovation is about turning creative ideas into original solutions. This competency is concerned with producing new or different approaches to current situations and enabling this creativity in others. An innovative approach involves both generating ideas and seeing them through to implementation.

Indicators from the 16PF Questionnaire for Ms Sample

- + Ms Sample tends to question established approaches and is interested in new ideas.
- + She is typically oriented towards using her imagination, attending to and developing theories and ideas.
- Her style is likely to appear cautious and thoughtful. She prefers to think ideas through thoroughly and methodically before sharing them with others, and avoids taking risks.
- She places a strong emphasis on following rules and procedures. She is likely to miss taking advantage of an innovative opportunity if it means bending or breaking an existing rule.
- Being concerned about planning and organisation, Ms Sample prefers to exert control over projects, and is less comfortable with lack of structure, unplanned change and working without a clear process.

Development tips

At her most enthusiastic, Ms Sample might be accused of seeking change for its own sake. She may need to let go of some opportunities to innovate in order to convince people of the need for other, more important changes.

Ms Sample's abstract thinking style means her ideas will sometimes prove impractical – or at least appear so to others. When presenting these ideas or suggestions to others, it would be advisable for her to explain how she thinks they will be implemented and what practical benefits they will bring to the organisation.

Ms Sample is naturally cautious and will probably be slow to share her ideas with others, although this should mean those she does share are well-considered. Overcoming this will help her contribute more to establishing an environment that breeds and encourages creativity.

When innovation requires breaking or changing the rules, Ms Sample will probably resist – at least until she has been convinced by a strong argument. In order to avoid stifling others' creativity, she will probably need to let them challenge non-critical rules and regulations.

Ms Sample tends to achieve things by being highly organised, with a sense of order that may make her appear inflexible. To guard against this, she could make use of her preference for planning by applying it to the subject of innovation, creating a quick, non-bureaucratic process for capturing, discussing and implementing ideas. However, she will need to allow others the freedom to work outside this structure if it interferes with their creative process.

Competency results

Intellectual

Strategic Vision

1	2	3	4	5

Result: Excellent fit

Description

This competency is concerned with creating a clear view of the future of the business. People demonstrating Strategic Vision consider the long-term goals of their organisation and define the strategy that will enable others to achieve this. They also take into account the broader context in which their business operates and anticipate future changes or challenges for the organisation.

Indicators from the 16PF Questionnaire for Ms Sample

- + Ms Sample is inclined to think about strategic concerns. She is comfortable making connections and visualising possibilities, which should allow her to think at a broad level.
- + Her preference is to welcome change and to focus her attention on developing and embracing novel opportunities.

Development tips

At its most extreme, Ms Sample's preference for abstract thinking could mean she overlooks some of the practical issues that need to be included in the development of an effective strategy. She could compensate by drawing on the practical perspectives of others, consulting with people who are closer to the issues or taking time to consider the practical needs and implications herself.

Ms Sample enjoys change and she may be tempted to make significant alterations to a strategy that other people believe is fixed. While good strategists adapt their plans to take changing circumstances into account, too much change can create confusion and undermine commitment to the vision. By identifying and accepting the elements of the strategy that do not require further change, she should be able to divert her energy towards the areas that need it and thus build on what has already been established.

Competency results

Intellectual

Commercial Awareness

1	2	3	4	5

Result: Poor fit

Description

Those who are commercially aware consider the flow of money and resources through an organisation, and the need to get maximum value at each stage. They seek to achieve commercial objectives, such as profitability, so that the business can be as competitive and successful as possible.

Indicators from the 16PF Questionnaire for Ms Sample

- Ms Sample is less likely than most people to take the initiative or be competitive, and may be reluctant to challenge others in order to gain commercial advantage.

Development tips

Ms Sample may feel uncomfortable challenging others over issues of profitability and holding her team accountable for its financial performance. She may need to consider when it is important for her to take a firmer approach for the benefit of the organisation.

Competency results

Intellectual

Clear Written Communication

1	2	3	4	5

Result: Excellent fit

Description

This competency concerns the ability to write clearly and succinctly. Clear Written Communication means adapting style and content to meet the demands of the situation and audience. To communicate clearly and effectively will usually mean using well-structured, logical arguments and avoiding unnecessarily technical or complex language.

Indicators from the 16PF Questionnaire for Ms Sample

- + Ms Sample is likely to communicate in a straightforward, realistic and concise way, emphasising facts and hard data.
- + Her style of communication will probably reflect her strong adherence to rules and procedures, and she is likely to adopt a conventional approach.
- + A structured, carefully planned approach is likely to appeal to Ms Sample when she is producing written work.

Development tips

To people with a greater appreciation of expressive styles of writing, Ms Sample's style might seem basic or repetitive. She may need to adapt her approach for some audiences or purposes, using more imaginative and inspiring language than she would like to read herself.

Ms Sample probably prefers to create a clear structure for her written work. She may be uncomfortable if she does not have time to do this or if circumstances require her to change the structure of something she has already written. She may need to be quicker and more flexible to deliver the quality she wants in the time available.

Competency results

Intellectual

Technological Orientation

1	2	3	4	5

Result: Excellent fit

Description

Those demonstrating Technological Orientation show comfort and aptitude with using technology in order to reach goals more efficiently and to a higher standard. It means showing an openness to advancements in technology and being quick to understand them. People who are strong in this area will use technology appropriately, and will help others to appreciate and understand the benefits of using technology.

Indicators from the 16PF Questionnaire for Ms Sample

- + She is receptive to new ideas and is inclined to think creatively.

Development tips

Ms Sample's enthusiasm for new ways of doing things could mean she seeks to introduce new technologies purely for the enjoyment of trying something new. She should probably pause to consider the impact of discarding the old ways and the costs and risks involved with any new technology.

Competency results

Drive and Resilience

Drive for Excellent Results

1	2	3	4	5

Result: Acceptable fit

Description

This competency requires a strong focus on setting and meeting high standards. People who drive for excellent results expect high standards from themselves and others. To be sure of this, they will take appropriate steps to monitor the quality of their own work and that of others.

Indicators from the 16PF Questionnaire for Ms Sample

- + Ms Sample will prefer to be planful and organised. She is likely to show persistence and pay attention to quality. She will probably want to complete tasks to a high standard.
- + Her cautious nature is likely to mean she approaches tasks patiently and seriously, preferring not to rush into a decision.
- Her confidence in her own ability and judgments could mean Ms Sample does not always learn from her mistakes, and thus risks repeating them.

Development tips

Her work is likely to be well planned and completed with an eye for detail. However, in situations when she sets and evaluates standards for others she may find that other people evaluate the quality of their work differently and may disagree with her stringent assessments, particularly if she has not explained them with sufficient clarity.

In general, Ms Sample's caution and focus will support her ability to drive results. However, she may find that occasional injections of energy will allow others to see how dedicated and committed she is to achieving great results.

Her self-confidence may cause Ms Sample to overlook flaws in her own perceptions and judgments. She may place little value in having others check her work, particularly if she doubts their abilities. She may find it constructive to be more open to the possibility that her own work could be improved. To help with this, she might try asking a group of peers, superiors or customers to suggest how she might enhance a particular piece of work.

Competency results

Drive and Resilience

Customer Focus

1	2	3	4	5

Result: Excellent fit

Description

People demonstrating Customer Focus are keen to develop strong, lasting relationships with their clients. They are driven by a desire to understand and satisfy their customers' needs, exceeding their expectations wherever possible. This competency may be concerned with clients inside or outside the organisation; internal customers may be other departments or individuals from the same organisation.

Indicators from the 16PF Questionnaire for Ms Sample

- + Ms Sample is likely to be motivated to form warm relationships with customers, and shows a strong desire to help and support them.
- + Customers will find Ms Sample goal-oriented, reliable and thorough in her planning and attention to detail.
- + Her trust in others should lead customers to find her straightforward in her dealings with them.

Development tips

More task-focused customers might be uncomfortable with Ms Sample's focus on developing close relationships. In other cases, she might become distracted by the relationship to the detriment of her organisation. For Ms Sample, it will be important to balance her strength in this area with sensitivity to other people's preferences and the commercial needs of her organisation.

Ms Sample may find unpredictable customer situations difficult to deal with, and could seem unwilling to adapt to the customer's needs. She would probably benefit from reading case studies, or practising being flexible in simulated customer interactions.

Some customers may take advantage of Ms Sample's trusting nature. She may need to be a little more aware of the customer's motivations, rather than expecting her loyalty to be reciprocated in every case.

Competency results

Drive and Resilience

Continuous Learning

1	2	3	4	5

Result: Acceptable fit

Description

This competency is concerned with continually seeking new knowledge and skills, as well as developing existing capabilities. It involves taking advantage of all opportunities for professional development, seeking feedback on both style and performance, learning from others and gaining valuable lessons from successes and mistakes.

Indicators from the 16PF Questionnaire for Ms Sample

- + She enjoys experiencing new things, and seeks opportunities for change and variety.
- + She is likely to be motivated to enhance her abilities so as to achieve high standards, and will plan and structure her development in a methodical way.
- Being less self-critical than most, Ms Sample may not always be aware of the need to develop her skills or knowledge.
- + As she is more confident and thick-skinned in social situations than most people, Ms Sample may have few doubts about her abilities and might not act on criticism or feedback from others.

Development tips

People like Ms Sample, who prefer a planned approach to life, can sometimes overlook opportunities for informal learning. She could try creating a formal development plan and checking this regularly against opportunities that arise within her organisation.

While Ms Sample is probably confident in her ability to take on most subjects or courses, she is less likely than most to see the need for any significant development. She may find that creating time to reflect on her performance and approach to recent situations, tasks or projects will help her see potential areas for development. Similarly, she could probably be more open to feedback from others – perhaps explicitly seeking it at regular intervals.

Her high level of confidence in social situations may mean she does not pick up on feedback or cues (particularly subtle ones) from others. She may need to make time to talk to others and then reflect upon their feedback.

Competency results

Drive and Resilience

Coping with Pressure

1	2	3	4	5

Result: Acceptable fit

Description

Coping with pressure requires a positive attitude in stressful situations or following failure. It relies on the ability to manage one's own emotions, a willingness to take on challenging tasks, and the energy to remain focused on those tasks when presented with obstacles.

Indicators from the 16PF Questionnaire for Ms Sample

- She has less control over her emotions than most people, and may not deal calmly with difficulties and setbacks.
- + Generally sure of herself, she is unlikely to attribute setbacks or difficulties to herself.
- + Ms Sample is likely to maintain her high levels of social confidence even in difficult circumstances or situations of conflict.

Development tips

Ms Sample describes herself as being more affected by stress and pressure than most people – to the extent that she can feel overwhelmed and unable to cope. It is worth exploring whether this is due to her current circumstances or if this is a general trend for her. She may need to find ways to consciously manage her emotional reaction to stress, and create a greater sense of control over her environment. This will be particularly true if at some point she fails to achieve what was expected of her.

She will probably have confidence in her own actions during times of stress or pressure; however, because she is likely not to question her behaviour after an event, she may not be quick to learn how to avoid difficult situations: she may not see what aspects of her own behaviour might contribute to stress or pressure.

Her high levels of social confidence and potential to take risks may sometimes create stressful situations. This may generate enjoyable levels of stress for her, but it may be counterproductive if she does this without awareness or control over the impact on herself and others.

Competency results

Drive and Resilience

Initiative

1	2	3	4	5

Result: Acceptable fit

Description

People showing Initiative are constantly looking for things to do. They are self-confident and proactive and will generate activity for themselves rather than waiting for instruction. They are also prepared to take risks if they feel there is potential benefit in doing so.

Indicators from the 16PF Questionnaire for Ms Sample

- + Due to her high drive and energy, Ms Sample may feel the need for urgency in many situations and will come across as active and productive in her work approach.
- + Due to her self-assurance, she demonstrates confidence in her ability to use her initiative.
- She tends to have ups and downs in her productivity depending on her mood.
- + She will be keen to gain the attention of others through her initiatives and to take on challenges or risks.
- + Generally her preference is to experiment with new and different roles and activities. She is likely to seek change in her routine.
- She has a tendency to avoid expressing her ideas, particularly if this would place her in conflict with others.

Development tips

At times, Ms Sample's levels of physical tension may impede her ability to get things done. For instance, she may need to find ways to moderate her impatience when her initiatives are met with resistance.

Ms Sample's self-confidence may sometimes cause her to over-estimate her ability to achieve stretching targets. She may benefit from considering what support or training she might need before taking risks or seeking greater challenges.

The success of past experience is highly likely to determine how willing Ms Sample will be to take initiative. Her responses to the questionnaire suggest that she will react negatively to failure, subsequently avoiding risk-taking, challenging goals and taking the initiative until she has had sufficient time and successes to recover. To have maximum impact and generate opportunities for herself and her organisation, she will need to find strategies for coping more effectively with her emotions.

Ms Sample may find that her high levels of confidence in social situations mean she does not easily notice criticism from others; as a result she may occasionally implement initiatives that do not have the full acceptance of others.

Other people might see Ms Sample's enthusiasm for challenging the way things are done as interference. She may need to be careful when highlighting how she would like to change ways of working: others may not agree that it is time for a change.

Her tendency to comply even when she privately disagrees will make it difficult for Ms Sample to take the initiative if it might bring her into conflict with others. Overcoming the desire to be given instructions from above and any fear of conflict would help her create a more proactive, challenging role for herself.

Competency results

Drive and Resilience

Flexibility

1	2	3	4	5

Result: Marginal fit

Description

This competency is concerned with responding well to change. It requires a positive attitude to changes and a readiness to adapt when presented with new information, new situations or shifting priorities.

Indicators from the 16PF Questionnaire for Ms Sample

- + Ms Sample is open to change and will welcome new ideas and new ways of doing things.
- Ms Sample may find it difficult to deal with unexpected demands.
- Respecting rules and procedures, she will avoid breaking or bypassing them for the benefit of change, unless there is a very good reason for her to do so.
- It is likely that she prefers structure and to plan her tasks and activities, approaching them in a thorough and organised way.
- She tends to be cautious and will reflect before reacting.

Development tips

Ms Sample becomes more stressed than other people when she feels things are going wrong or are out of her control. It is worth exploring whether she has too much change in her daily work life, or not enough.

In situations where standard procedures are unlikely to apply, Ms Sample may benefit from considering alternative interpretations of the rules, or adopting more flexible methods to achieve her objectives.

Under conditions of ongoing change, Ms Sample may benefit from taking a more flexible approach to the way she plans and manages her work. Attempting to make detailed plans in a changing environment may prove to be both frustrating and time consuming; in such situations, a looser plan may be more effective.

Being cautious and considered, Ms Sample will probably take considerable time to think about the implications of any changes before committing to action. She may need to make it clear that this is what she is doing, as others could assume she is simply resisting change. Similarly, once she has agreed to a suggested change, she may need to convince people of her commitment as they could mistake her seriousness for a lack of enthusiasm.

Competency results

Drive and Resilience

Decision-Making

1	2	3	4	5

Result: Acceptable fit

Description

This competency is concerned with making clear, appropriate decisions. This may be necessary even with incomplete or ambiguous information, and under time pressure. An effective decision-making style requires the resilience to make unpopular decisions where necessary, and to take responsibility for the outcomes and impact of those decisions.

Indicators from the 16PF Questionnaire for Ms Sample

- + Ms Sample tends to make her decisions objectively based on what is logical, perhaps not taking people's feelings into account.
- + She is likely to express herself confidently, and may share even unpopular opinions with other people.
- Preferring a more deferential approach, Ms Sample may prefer to follow somebody else's decisions rather than take the lead.
- Her focus will be on insights and possibilities when making decisions.
- + Making decisions in a self-sufficient way is likely to be important to her. She demonstrates a low need for help and support.

Development tips

Ms Sample may overlook values and people issues when making decisions. Involving others to review the choices she makes should help her include these more subjective factors in her decision-making. Alternatively, she could make a conscious effort to build these factors into her own thinking.

Ms Sample may find that she does not pick up cues from others; she may sometimes be so confident in front of other people that she does not realise that they are attempting to communicate via hints or suggestions. As a result she may sometimes make decisions without being aware of the thoughts of others.

Her deferential nature means Ms Sample will probably allow others to make the decisions, even if she privately disagrees with them. She may also find it difficult to make controversial decisions that might generate resistance from other people, wanting to avoid conflict at all cost. She could make a more effective contribution if she shares her views and asserts her position, even if her colleagues or staff ultimately disagree with her. She may also need to reassess her attitude to conflict, accepting that sometimes conflict is necessary and constructive in achieving the best results for the organisation.

Ms Sample may spend too much time on analysis and speculation, generating or discussing options and ideas before making a decision. She might improve her ability to make decisions by consciously dividing the time available into discrete sections: 'gathering data' or 'understanding the situation', 'exploring the options' and 'making the decision'.

Her desire for independence could mean Ms Sample overlooks opportunities to consult with others before committing to a decision. She could take some time to consider whose input would be valuable, including those who will be affected by the outcome.

Competency results

Drive and Resilience

Planning and Organising

1	2	3	4	5

Result: Excellent fit

Description

This competency requires people to establish and prioritise tasks and objectives in order to manage time and resources appropriately. Effective planners will set deadlines based on the time required for each task, and on how each part of their plan affects the others. They will also have backup plans in case the situation changes.

Indicators from the 16PF Questionnaire for Ms Sample

- + Ms Sample prefers to pursue goals in an organised and planned way, and can be counted on to prioritise, monitor progress and meet deadlines.
- + She accepts the need for rules and guidelines and will be conscientious in following them or including them in her plans.

Development tips

When placed under pressure, Ms Sample could become overly reliant on planning. She may overlook or reject the need to change tactics, especially if there is insufficient time to create a new plan. If this is the case, she should learn to regularly review her plans and question her motives for resisting any changes.

Competency results

Drive and Resilience

Reliability

1	2	3	4	5

Result: Excellent fit

Description

People demonstrating Reliability are conscientious and focused on working for the good of their team and organisation. They willingly follow processes and procedures, rarely miss work or appointments and always warn others in advance if it seems they might fail to meet their commitments.

Indicators from the 16PF Questionnaire for Ms Sample

- + Ms Sample willingly follows the rules and is likely to be consistent in her behaviour, upholding accepted standards.
- + She is more self-disciplined than most, leading her to appear thorough, conscientious and attentive to detail.
- + Often complying with other people's wishes, she will probably aim to cooperate in meeting commitments.

Development tips

Following the rules too closely and rigidly could mean Ms Sample fails to deliver what is expected of her because she lacks the autonomy to adapt to new or unusual situations. She may need to challenge her own assumptions if she finds the rules are preventing her from achieving the best result for her team or organisation.

If she is too reliant on planning and structure, Ms Sample may lack the speed and adaptability to meet tight deadlines.

As a cooperative individual, Ms Sample may take on more work than she can manage. She may need to overcome her fear of conflict and be more willing to say 'no' to others.

Competency results

Interpersonal

Cooperative Teamwork

1	2	3	4	5

Result: Acceptable fit

Description

Cooperative teamworking means building supportive relationships within a team, based on trust and respect. It requires listening to each other, adapting to other people's different ways of working and focusing on shared goals. It also means being willing to challenge others and to accept challenge as a way of getting the best results for the team.

Indicators from the 16PF Questionnaire for Ms Sample

- She enjoys autonomy and is self-reliant rather than requiring team support.
- + With a tendency to be warm towards others, she will show an interest in them and aim to establish close, friendly relationships.
- + She has a trusting attitude towards others and will be accepting of their different motivations, opinions and ideas.
- + As a socially confident individual, she will enjoy attention and recognition from others, and copes well with the challenges of working with others.
- Fast-paced and somewhat tense, Ms Sample can appear impatient when relating to others, particularly if she perceives them as slowing her down.

Development tips

Ms Sample's self-reliance may mean she overlooks the benefits of working with others towards shared objectives. She could try keeping a record of the most interesting and important problems or decisions she has faced in a given week, then sharing these with her colleagues and asking how they could have helped or contributed.

Ms Sample's desire for close personal relationships may be too much for some members of her team. She might need to develop the relationship gradually with these people, perhaps initially focusing the conversation on work matters and adapting her approach to each individual.

At their most trusting, some people with Ms Sample's profile are easily manipulated by others. This can lose them the respect and trust of other colleagues, which can itself cause problems in the team.

As a socially confident individual who finds it easy to meet new people, Ms Sample should be careful not to overlook or exclude those who are less outgoing than her. It would be useful for her to pay more attention to their needs and concerns in order to avoid upsetting them with her natural style.

Although this may only be a reflection of her current circumstances, Ms Sample has described herself as tense, and may be impatient or irritable with her colleagues, particularly if they put pressure on her or if they are slow to act. She will probably work more cooperatively and effectively with others if she finds ways to hide or overcome her frustration, or if she is able to redirect her nervous energy elsewhere.

Competency results

Interpersonal

Influencing

1	2	3	4	5

Result: Acceptable fit

Description

Influential communicators balance the need to shape outcomes in the short term with the requirement to maintain successful long-term relationships. This means understanding others, knowing what will motivate and enthuse them towards suggested actions, and also what to give and what to hold back in negotiations. It also often requires the use of personal and professional contacts to achieve influence across teams or organisations.

Indicators from the 16PF Questionnaire for Ms Sample

- Ms Sample is not strongly inclined to attempt to influence others.
- + She will be comfortable making contacts and will be confident in her communication, not being afraid to take on challenging people and situations.
- + She is unlikely to be hampered by feelings of self-doubt when attempting to influence others.
- As a tolerant and accepting person, she may risk others taking advantage of her in negotiations.
- + Ms Sample appears to be alert to politically charged situations, and is likely to be capable of revealing information strategically in order to achieve her goals.

Development tips

As she prefers to avoid conflict, Ms Sample will typically submit to the wishes of others rather than arguing passionately for her own point of view or protecting her own interests. In order to be more influential she will almost certainly need to be more assertive. To develop her skills in this area, she could practise debating with highly assertive colleagues. She might also try observing others when they are negotiating or influencing, noting the differences between assertive and aggressive behaviours.

Her tendency to trust others could mean Ms Sample is easily influenced by people who take a more complex or political approach. She could enhance her ability to influence by taking time to consider each person's agenda and motivations.

Ms Sample may be too secretive for some influencing situations, prompting others to be suspicious of her motives. She may be more influential in some situations if she shares enough at the beginning to build the relationship, but continues to withhold information or motives that give her the advantage.

Competency results

Interpersonal

Clear Oral Communication

1	2	3	4	5

Result: Excellent fit

Description

This competency concerns the ability to speak clearly and fluently. It is demonstrated by taking a logical, structured approach, adapting to the needs of the situation and the nature of the audience. It also involves checking the audience has understood the message. Beyond merely presenting clearly, this competency is also concerned with ensuring strong two-way communication.

Indicators from the 16PF Questionnaire for Ms Sample

- + Ms Sample comes across as self-confident, and is likely to present herself comfortably in a range of situations.
- + Public speaking and giving presentations are not likely to pose a challenge for Ms Sample, and she usually enjoys being the centre of attention.
- + Ms Sample tends to enjoy variety and may like adapting her presentation style to suit new situations.

Development tips

Ms Sample's self-confidence may mean she fails to notice when her audience does not understand her. She may need to pause occasionally to check their understanding. She might also benefit from rehearsing for formal presentations, and asking for feedback on her past performance.

In general, Ms Sample's confident manner will be a great advantage in communication. However, she may wish to take time to ensure that her audience is really receiving the message she is trying to convey. To achieve this she may wish to seek feedback, either during or after a key communication, to understand how her message has been received.

Competency results

Interpersonal

Management of Others

1	2	3	4	5

Result: Acceptable fit

Description

At all levels, effectively managing others means enabling them to perform. Essential to achieving this is setting a clear direction and delegating fairly and appropriately to give direct reports the means to achieve their goals. Those who manage others effectively will also look for opportunities to develop them by encouraging them to take on greater responsibility and make decisions for themselves.

Indicators from the 16PF Questionnaire for Ms Sample

- Ms Sample is more comfortable in a cooperative role than a leading role, adjusting to others' needs and sharing responsibility for achieving goals.
- She may have a low tolerance for obstacles and setbacks, perhaps showing a tendency to over-react to problems.
- + Inclined to seek close personal relationships, her management style is likely to be people-oriented and supportive.
- + Her social confidence may mean she expresses her opinions to others, even if this makes her unpopular.
- + A self-assured person, she will project confidence in dealing with decisions, tasks and people.
- + Tolerant and accepting of others, she has a trusting attitude and is likely to be constructive and positive about people's abilities.

Development tips

Ms Sample will probably find it difficult to assert her authority in order to keep others focused on their objectives and get the best results from her team. She might try doing a training course in assertiveness.

Ms Sample may over-react under challenging circumstances, in emotional situations or when she feels other people have failed to deliver what she expected. In order to maintain her team's morale and their confidence in her ability to lead them to success, she might need to develop greater control of any negative emotions.

Ms Sample may need to be careful that her focus on building and maintaining close relationships with people does not distract them or her from meeting the team's objectives.

When delegating work, Ms Sample should take care not to assume other people are as confident and/or competent as she is. She may need to offer more support or more explicit opportunities for development than she would want from others.

Ms Sample's faith in other people could mean she allows them inappropriate freedom in the way they perform their roles. She may need to check on them more frequently than she does currently.

Competency results

Interpersonal

Integrity and Respect for Others

1	2	3	4	5

Result: Excellent fit

Description

People demonstrating integrity take an ethical approach to their work and relationships. They are discreet with confidential information, whether it is of a personal or professional nature, and treat others fairly. They will also take action when they believe others, or the organisation itself, are acting unethically.

Indicators from the 16PF Questionnaire for Ms Sample

- + Conscientious, hard-working and reliable, Ms Sample is likely to have high standards of behaviour, and place importance on having things done properly.
- + She is generally cautious about revealing information and makes a conscious effort to monitor herself.
- + Likely to consider what is right before making a decision, she will want to ensure she takes a principled approach according to agreed rules and standards of behaviour.

Development tips

Ms Sample prefers to keep personal matters private. In order to convince others of her integrity she may need to be more open and straightforward in her approach – particularly with people who demonstrate those traits themselves.

Ms Sample's principled approach could sometimes appear inflexible, dogmatic or even self-righteous. In order to demonstrate respect for other people, she should show that she is willing to listen to their opinions on these matters. In some situations she could also consider whether following the rules precisely is really the most ethical course of action.

Interview questions

Intellectual

Analytical Problem-Solving

1	2	3	4	5

Result: Excellent fit

Description

This competency is concerned with applying an analytical approach to solving problems and reaching logical conclusions. This means gathering information from a variety of sources and quickly gaining an understanding of it. It requires working effectively with complicated, conflicting or ambiguous information, and looking beyond the surface of issues to identify their underlying patterns and causes.

Questions

Can you tell me how you approached solving a complex problem?

- To what extent did you need to consider the feelings of others when solving this problem?
- Could this problem have been solved more quickly?
- How detailed and practical was your answer to the problem?

Tell me about a time when you needed to quickly understand a situation.

- Was it more important to understand facts and figures, or feelings and opinions?
- How do you feel about having to understand a situation under time-pressure?
- Did you need to research the details of the situation to understand it?

Interview questions

Intellectual

Innovation

1	2	3	4	5

Result: Marginal fit

Description

Innovation is about turning creative ideas into original solutions. This competency is concerned with producing new or different approaches to current situations and enabling this creativity in others. An innovative approach involves both generating ideas and seeing them through to implementation.

Questions

Can you tell me about a time when you made a significant improvement to the ways things were done in your team, department or organisation?

- Which aspects of the established ways of doing things did you decide to retain?
- What was the impact of your involvement at a practical level?
- What did you do to convey energy and enthusiasm for your ideas?
- Did you have to modify any existing ways of doing things in order to achieve progress?
- How did you deal with any unexpected consequences?

Tell me about a time when you transformed an idea into a significant improvement for your organisation, department or team.

- Where did this idea originate?
- What practical considerations did you address?
- How did you set your ideas in motion?
- Did any established organisational approaches have to be dropped in order to get this done?
- What aspects of this couldn't be planned for?

Interview questions

Intellectual

Strategic Vision

1	2	3	4	5

Result: Excellent fit

Description

This competency is concerned with creating a clear view of the future of the business. People demonstrating Strategic Vision consider the long-term goals of their organisation and define the strategy that will enable others to achieve this. They also take into account the broader context in which their business operates and anticipate future changes or challenges for the organisation.

Questions

Tell me about your role in creating a compelling vision for the future of your department or organisation.

- How did you translate the vision into practical actions?
- What aspects of the current reality did you consider in developing your vision of the future?

What is the greatest strategic challenge that you have faced in your career so far and how did you respond to it?

- What implications did this have for day-to-day issues?
- How did you maintain a stable working environment in this situation?

Interview questions

Intellectual

Commercial Awareness

1	2	3	4	5

Result: Poor fit

Description

Those who are commercially aware consider the flow of money and resources through an organisation, and the need to get maximum value at each stage. They seek to achieve commercial objectives, such as profitability, so that the business can be as competitive and successful as possible.

Questions

Tell me about an organisation that you have worked for that has maximised its profitability. What part did you play?

- How much control over others did you have in this situation?

Describe a situation where you ensured financial factors were considered.

- How did you influence others to contribute to the organisation's commercial success?

Interview questions

Intellectual

Clear Written Communication

1	2	3	4	5

Result: Excellent fit

Description

This competency concerns the ability to write clearly and succinctly. Clear Written Communication means adapting style and content to meet the demands of the situation and audience. To communicate clearly and effectively will usually mean using well-structured, logical arguments and avoiding unnecessarily technical or complex language.

Questions

Can you give me examples of how you have adapted your writing style to communicate with different audiences?

- How did you inspire your audience and appeal to them at an emotional level?
- How did you ensure your work was appropriate to the audience?
- Tell me how you were flexible to the different needs of your audience.

Can you give me an example of a time when you communicated complex matters to a non-specialist audience in a written format?

- How did you engage your audience?
- Did you do anything that might have been regarded as unconventional for this audience?
- Tell me about the planning you did for this.

Interview questions

Intellectual

Technological Orientation

1	2	3	4	5

Result: Excellent fit

Description

Those demonstrating Technological Orientation show comfort and aptitude with using technology in order to reach goals more efficiently and to a higher standard. It means showing an openness to advancements in technology and being quick to understand them. People who are strong in this area will use technology appropriately, and will help others to appreciate and understand the benefits of using technology.

Questions

Give an example of when you have used technology effectively to deliver a project.

- If you did this again, would you change anything?

Describe a time when you have had to learn to use a new piece of technology.

- Would it have been helpful to use familiar technological solutions rather than the new technology?

Interview questions

Drive and Resilience

Drive for Excellent Results

1	2	3	4	5

Result: Acceptable fit

Description

This competency requires a strong focus on setting and meeting high standards. People who drive for excellent results expect high standards from themselves and others. To be sure of this, they will take appropriate steps to monitor the quality of their own work and that of others.

Questions

Please give an example of when you have exceeded the standard that has been agreed.

- How much creativity and spontaneity were required to achieve this?
- What risks did you take?
- How did you ensure that you got things right?

Give an example of when you have had to ensure others worked to deliver high-quality results.

- How did you communicate the standard required?
- How did you inject a sense of urgency into this work?
- How did you make yourself aware of errors in your own and others' work?

Interview questions

Drive and Resilience

Customer Focus

1	2	3	4	5

Result: Excellent fit

Description

People demonstrating Customer Focus are keen to develop strong, lasting relationships with their clients. They are driven by a desire to understand and satisfy their customers' needs, exceeding their expectations wherever possible. This competency may be concerned with clients inside or outside the organisation; internal customers may be other departments or individuals from the same organisation.

Questions

Please give an example of when you have demonstrated a customer-oriented approach.

- Have you ever risked making such an effort to please a client that what you delivered may not have been commercially viable?
- How did you respond to changing requirements?
- How did you establish that the customer had good intentions?

Tell me how you dealt with a challenging customer.

- How did you stand up to this customer and protect your own feelings?
- In what way were you flexible in your approach to meet the client's needs?
- In what way was the customer responsible for this challenge?

Interview questions

Drive and Resilience

Continuous Learning

1	2	3	4	5

Result: Acceptable fit

Description

This competency is concerned with continually seeking new knowledge and skills, as well as developing existing capabilities. It involves taking advantage of all opportunities for professional development, seeking feedback on both style and performance, learning from others and gaining valuable lessons from successes and mistakes.

Questions

How have you ensured that your knowledge and skills are sufficiently up to date?

- How do you ensure that you perfect your existing skills and knowledge?
- Can you describe a situation where you took advantage of unstructured opportunities for learning?
- How do you know if you have a development need?
- What risks and challenges have you encountered when learning new skills?

Tell me about a time when you have sought feedback from others. How did you do it and how did you use the information to improve the way you work?

- What was not possible to change and why?
- Which aspects of this were unplanned and carried out when the opportunity arose?
- What prompted you to seek feedback?
- Tell me how criticism affects you.

Interview questions

Drive and Resilience

Coping with Pressure

1	2	3	4	5

Result: Acceptable fit

Description

Coping with pressure requires a positive attitude in stressful situations or following failure. It relies on the ability to manage one's own emotions, a willingness to take on challenging tasks, and the energy to remain focused on those tasks when presented with obstacles.

Questions

Describe a time when you received criticism at work. How did you react?

- What would others have noticed about your feelings in this situation?
- Which aspects of the criticism did you accept?
- In what way did you challenge this criticism?

Tell me about a time when you had to deal with aggressive customers or colleagues.

- How did you manage your feelings and emotions?
- How much responsibility did you take for this problem?
- Describe how you demonstrated sensitivity to the other person in this situation.

Interview questions

Drive and Resilience

Initiative

1	2	3	4	5

Result: Acceptable fit

Description

People showing Initiative are constantly looking for things to do. They are self-confident and proactive and will generate activity for themselves rather than waiting for instruction. They are also prepared to take risks if they feel there is potential benefit in doing so.

Questions

Tell me about an important piece of work or project you were responsible for.

- How did you deal with obstacles that slowed your progress?
- What challenges to your abilities did you encounter?
- What tactics did you use to ensure you coped with any ups and downs?
- What was your reaction to any pressure or criticism from others?
- How did you manage the routine, familiar aspects of the job?
- Tell me how you addressed your own needs as well as those of others.

Please give an example of when you had to take the initiative to get something done. What prompted you to do this?

- Would it have been helpful to take more time?
- How did you know you were taking the right course of action?
- Did you experience any challenges or disappointments? In what way did this affect your work?
- How did you manage the risks in this situation?
- Did you do anything to exert a steadying influence on the situation?
- How did you get things done your way?

Interview questions

Drive and Resilience

Flexibility

1	2	3	4	5

Result: Marginal fit

Description

This competency is concerned with responding well to change. It requires a positive attitude to changes and a readiness to adapt when presented with new information, new situations or shifting priorities.

Questions

Tell me about the most difficult change you have dealt with at work.

- What did you need to know about the changes before you responded?
- What do you think others noticed about your mood and coping strategy during this time?
- What obligations and rules did you disregard?
- What was your reaction to any uncertainty and disorder in this situation?
- What did you do to stimulate enthusiasm for this change?

Please give an example of when you have responded to changing work priorities.

- What was your reaction to the need for change?
- What coping strategies did you adopt to deal with this situation?
- What standards did you have to compromise in order to respond?
- What did you need to do before you could respond to this requirement?
- How did you convey enthusiasm for this change?

Interview questions

Drive and Resilience

Decision-Making

1	2	3	4	5

Result: Acceptable fit

Description

This competency is concerned with making clear, appropriate decisions. This may be necessary even with incomplete or ambiguous information, and under time pressure. An effective decision-making style requires the resilience to make unpopular decisions where necessary, and to take responsibility for the outcomes and impact of those decisions.

Questions

Tell me about an occasion when you have had to make a difficult decision involving other people.

- How did you ensure people's feelings were taken into account?
- How did you share unpopular decisions with people?
- How did you make sure that others accepted your decision?
- How did you ensure you had the facts to hand to support your decision?
- Describe how you involved other people in making this decision.

Using a recent example of an important decision you have made with other people, tell me about your decision-making process.

- What did you/others personally feel about this decision?
- How did you know you had made the right decision?
- Who made the final decision?
- How much time did you spend focusing on the facts?
- How did you involve other people in this?

Interview questions

Drive and Resilience

Planning and Organising

1	2	3	4	5

Result: Excellent fit

Description

This competency requires people to establish and prioritise tasks and objectives in order to manage time and resources appropriately. Effective planners will set deadlines based on the time required for each task, and on how each part of their plan affects the others. They will also have backup plans in case the situation changes.

Questions

Give me an example of when you have had to organise a major piece of work, project or event.

- How did you deal with any disruptions to your plans?
- How did you respond to uncertainty about the way things should be done?

Describe a time when you planned a project that involved other people. How did you allocate tasks to them?

- How did you respond to the people who were less organised than you?
- How did you ensure people felt free to do things their own way?

Interview questions

Drive and Resilience

Reliability

1	2	3	4	5

Result: Excellent fit

Description

People demonstrating Reliability are conscientious and focused on working for the good of their team and organisation. They willingly follow processes and procedures, rarely miss work or appointments and always warn others in advance if it seems they might fail to meet their commitments.

Questions

Give an example of a time when you were unable to fulfil a promise you had made to a work colleague or client.

- What more could you have done to fulfil your commitments?
- How did you show flexibility in this situation?
- How did you take control of this situation?

Describe a time when you had to do some work that didn't stimulate you.

- Could you have found a way around it or a way out of doing it altogether?
- What did you do to plan your way through this?
- How did you assert yourself and get what you wanted in this situation?

Interview questions

Interpersonal

Cooperative Teamwork

1	2	3	4	5

Result: Acceptable fit

Description

Cooperative teamworking means building supportive relationships within a team, based on trust and respect. It requires listening to each other, adapting to other people's different ways of working and focusing on shared goals. It also means being willing to challenge others and to accept challenge as a way of getting the best results for the team.

Questions

Tell me about how you built strong working relationships in your current/last job.

- In what way did you need support from this group?
- How did you balance being friendly and remaining professional with colleagues?
- How did you ensure that people didn't take advantage of you?
- Tell me how you provided others with feedback.
- How would others describe your energy levels and patience?

Give an example of when you have had to manage a difficult relationship at work.

- How did you collaborate with others to solve this problem?
- How did you deal with the possibility of being unpopular in this situation?
- How did you become aware of the motives behind the other person's behaviour?
- Could you have been more sensitive to the other person in this situation?
- Could you have been more patient in resolving this issue?

Interview questions

Interpersonal

Influencing

1	2	3	4	5

Result: Acceptable fit

Description

Influential communicators balance the need to shape outcomes in the short term with the requirement to maintain successful long-term relationships. This means understanding others, knowing what will motivate and enthuse them towards suggested actions, and also what to give and what to hold back in negotiations. It also often requires the use of personal and professional contacts to achieve influence across teams or organisations.

Questions

Please give an example of when you have persuaded a colleague to use a particular approach when completing a piece of work.

- How could you have been more assertive in this situation?
- Could you have been more considerate in this situation?
- What mistakes did you make when undertaking this?
- How did you know you could trust this person?
- Could you have been more open and forthright with this person?

Give an example of when you have had to negotiate your way past objections.

- How did you put forward your own needs and viewpoints?
- What did you notice about others' reactions to your approach?
- What concerns did you have about your ability?
- How did you ensure you could trust people's intentions in this situation?
- Would it have been better for you to be more open about your thoughts in this situation?

Interview questions

Interpersonal

Clear Oral Communication

1	2	3	4	5

Result: Excellent fit

Description

This competency concerns the ability to speak clearly and fluently. It is demonstrated by taking a logical, structured approach, adapting to the needs of the situation and the nature of the audience. It also involves checking the audience has understood the message. Beyond merely presenting clearly, this competency is also concerned with ensuring strong two-way communication.

Questions

Please give an example of a time when you have used effective oral communication to explain complex concepts to others. How did you ensure they understood your points?

- What could you have improved upon?
- Were you aware of any risks or threats in this situation?
- How conventional did your communication need to be for this audience?

Tell me about the last presentation you gave.

- What might people have found to criticise about your presentation?
- What sort of feedback were you aware of as you were presenting?
- Did you stick to a familiar approach or try something new?

Interview questions

Interpersonal

Management of Others

1	2	3	4	5

Result: Acceptable fit

Description

At all levels, effectively managing others means enabling them to perform. Essential to achieving this is setting a clear direction and delegating fairly and appropriately to give direct reports the means to achieve their goals. Those who manage others effectively will also look for opportunities to develop them by encouraging them to take on greater responsibility and make decisions for themselves.

Questions

Tell me about a time when you were responsible for managing someone or a team of people. This may be with or without formal management authority.

- Can you tell me about how you asserted yourself in this situation?
- How do you think people viewed your reactions to problems or difficulties?
- Would you consider yourself task- or people-oriented? Can you explain why?
- What do you do to ensure you are approachable and sensitive to feedback when managing other people?
- Have you been alerted to any personal errors you've made when managing others?
- How do you gain an insight into the motivations and trustworthiness of others?

Tell me about a time when you have delegated an important task to someone else.

- How much more direction could you have given this person?
- What sorts of problems emerged and what skills did you use to deal with them?
- How did you set limits on the other person in this situation?
- What disagreements were you aware of, and how did you manage them?
- What could have gone wrong in this situation?
- How did you ensure that you were aware of the other person's motivations and reliability?

Interview questions

Interpersonal

Integrity and Respect for Others

1	2	3	4	5

Result: Excellent fit

Description

People demonstrating integrity take an ethical approach to their work and relationships. They are discreet with confidential information, whether it is of a personal or professional nature, and treat others fairly. They will also take action when they believe others, or the organisation itself, are acting unethically.

Questions

Give an example of when you incorporated values and ethics into your decision-making.

- Were there established guidelines to help you decide what to do?
- How much transparency was necessary in this situation?
- How did you evaluate what was right and wrong in this decision?

Describe a time when you had to challenge the behaviour or views of a colleague that were inappropriate or unlawful.

- Did you have established guidelines to help you decide what to do?
- Could you have been more direct and open?
- Could you have been less categorical about right and wrong in this situation?

Appendix 1: Competency definitions

Competency	Definition
Analytical Problem-Solving	This competency is concerned with applying an analytical approach to solving problems and reaching logical conclusions. This means gathering information from a variety of sources and quickly gaining an understanding of it. It requires working effectively with complicated, conflicting or ambiguous information, and looking beyond the surface of issues to identify their underlying patterns and causes.
Clear Oral Communication	This competency concerns the ability to speak clearly and fluently. It is demonstrated by taking a logical, structured approach, adapting to the needs of the situation and the nature of the audience. It also involves checking the audience has understood the message. Beyond merely presenting clearly, this competency is also concerned with ensuring strong two-way communication.
Clear Written Communication	This competency concerns the ability to write clearly and succinctly. Clear Written Communication means adapting style and content to meet the demands of the situation and audience. To communicate clearly and effectively will usually mean using well-structured, logical arguments and avoiding unnecessarily technical or complex language.
Commercial Awareness	Those who are commercially aware consider the flow of money and resources through an organisation, and the need to get maximum value at each stage. They seek to achieve commercial objectives, such as profitability, so that the business can be as competitive and successful as possible.

Competency	Definition
Continuous Learning	This competency is concerned with continually seeking new knowledge and skills, as well as developing existing capabilities. It involves taking advantage of all opportunities for professional development, seeking feedback on both style and performance, learning from others and gaining valuable lessons from successes and mistakes.
Cooperative Teamwork	Cooperative teamworking means building supportive relationships within a team, based on trust and respect. It requires listening to each other, adapting to other people's different ways of working and focusing on shared goals. It also means being willing to challenge others and to accept challenge as a way of getting the best results for the team.
Coping with Pressure	Coping with pressure requires a positive attitude in stressful situations or following failure. It relies on the ability to manage one's own emotions, a willingness to take on challenging tasks, and the energy to remain focused on those tasks when presented with obstacles.
Customer Focus	People demonstrating Customer Focus are keen to develop strong, lasting relationships with their clients. They are driven by a desire to understand and satisfy their customers' needs, exceeding their expectations wherever possible. This competency may be concerned with clients inside or outside the organisation; internal customers may be other departments or individuals from the same organisation.

Competency	Definition
Decision-Making	This competency is concerned with making clear, appropriate decisions. This may be necessary even with incomplete or ambiguous information, and under time pressure. An effective decision-making style requires the resilience to make unpopular decisions where necessary, and to take responsibility for the outcomes and impact of those decisions.
Drive for Excellent Results	This competency requires a strong focus on setting and meeting high standards. People who drive for excellent results expect high standards from themselves and others. To be sure of this, they will take appropriate steps to monitor the quality of their own work and that of others.
Flexibility	This competency is concerned with responding well to change. It requires a positive attitude to changes and a readiness to adapt when presented with new information, new situations or shifting priorities.
Influencing	Influential communicators balance the need to shape outcomes in the short term with the requirement to maintain successful long-term relationships. This means understanding others, knowing what will motivate and enthuse them towards suggested actions, and also what to give and what to hold back in negotiations. It also often requires the use of personal and professional contacts to achieve influence across teams or organisations.

Competency	Definition
Initiative	People showing Initiative are constantly looking for things to do. They are self-confident and proactive and will generate activity for themselves rather than waiting for instruction. They are also prepared to take risks if they feel there is potential benefit in doing so.
Innovation	Innovation is about turning creative ideas into original solutions. This competency is concerned with producing new or different approaches to current situations and enabling this creativity in others. An innovative approach involves both generating ideas and seeing them through to implementation.
Integrity and Respect for Others	People demonstrating integrity take an ethical approach to their work and relationships. They are discreet with confidential information, whether it is of a personal or professional nature, and treat others fairly. They will also take action when they believe others, or the organisation itself, are acting unethically.
Management of Others	At all levels, effectively managing others means enabling them to perform. Essential to achieving this is setting a clear direction and delegating fairly and appropriately to give direct reports the means to achieve their goals. Those who manage others effectively will also look for opportunities to develop them by encouraging them to take on greater responsibility and make decisions for themselves.

Competency	Definition
Planning and Organising	This competency requires people to establish and prioritise tasks and objectives in order to manage time and resources appropriately. Effective planners will set deadlines based on the time required for each task, and on how each part of their plan affects the others. They will also have backup plans in case the situation changes.
Reliability	People demonstrating Reliability are conscientious and focused on working for the good of their team and organisation. They willingly follow processes and procedures, rarely miss work or appointments and always warn others in advance if it seems they might fail to meet their commitments.
Strategic Vision	This competency is concerned with creating a clear view of the future of the business. People demonstrating Strategic Vision consider the long-term goals of their organisation and define the strategy that will enable others to achieve this. They also take into account the broader context in which their business operates and anticipate future changes or challenges for the organisation.
Technological Orientation	Those demonstrating Technological Orientation show comfort and aptitude with using technology in order to reach goals more efficiently and to a higher standard. It means showing an openness to advancements in technology and being quick to understand them. People who are strong in this area will use technology appropriately, and will help others to appreciate and understand the benefits of using technology.



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Candidate Feedback

Sarah Sample

7 November 2012

CONFIDENTIAL

Introduction

All information in this report is confidential, and intended only for the person who completed the questionnaire.

This report contains an interpretation of your responses to the 16PF questionnaire that you completed recently. The purpose of the report is to give you meaningful feedback about your results.

Your responses have been compared with those of a large number of people who have also taken the questionnaire. The statements about you therefore summarise how you answered the questions, but they also reflect how people who responded in similar ways have described themselves.

Please note:

- The results are based on your own description of your personality and behaviour, which may not necessarily reflect how other people would describe you.
- The report describes your likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about your abilities.
- There are no absolute rights or wrongs in personality – each style has its advantages and disadvantages, although some temperaments may suit some activities, jobs or interests better than others.
- Results of psychometric questionnaires like this one enable a good prediction of how people will behave in a variety of situations.

The results of the questionnaire are generally valid for 12–18 months after completion, or less if you undergo major changes in your work or life circumstances.

If you require further information about this report, please contact the individual who provided it; they should be qualified in the interpretation of the 16PF questionnaire.

Candidate Feedback

Relating to Others

You see yourself as someone who seeks out opportunities to build close personal relationships and to get to know others. You are likely to express a lot of interest in people and will probably want to get to know them well, probably by asking a lot of questions to gain a deeper understanding of them. You are likely to be cautious and restrained, preferring to consider your speech and actions carefully. People are likely to see you as serious because of your desire to avoid saying or doing something that you would regret. You will probably find most social situations comfortable and could be seen as confident and composed. You are likely to seek out stimulation from challenging situations. You are unlikely to be particularly concerned by others' reactions to you, which could mean that criticisms or challenges will not be taken to heart. You see yourself as private and discreet, and are likely to feel uncomfortable disclosing personal information. People are likely to say that you are difficult to get to know, and few people will feel that they know you well. You are likely to value the freedom to think and act independently. You probably seek to take decisions on your own, and enjoy having responsibility for yourself. This will be a distinct advantage in situations where you have to work alone, or where swift, decisive action is required.

Influence and Collaboration

You appear to be agreeable and accommodating and are likely to adjust your behaviour to cooperate with others. You will probably be seen as compliant, and this could imply that you defer to others even when you do not truly agree with them. Your wish to avoid conflict may outweigh your wish to defend your ideas or views. You are likely to appear very confident in your own opinions and judgments. There are very few situations where you would feel ill at ease; therefore you will typically feel comfortable expressing your views and opinions regardless of the situation or audience, without worrying too much about the impression you are creating. You are likely to be optimistic about people; you believe that others generally have good motives and that they can be trusted, which will make you open to their ideas or opinions. In this respect, you will be seen as easy to get on with, and your optimism will probably bring out the best in others. However, it is possible you may overestimate the good intentions of others in aggressive or competitive environments. You prefer ideas that challenge the status quo and offer opportunities for improvement. You may get frustrated in slow-moving environments and could potentially overlook what is currently good in traditional, established methods.

Thinking Style

You probably see consideration for people as fundamental in making decisions. This concern for people is likely to drive your thinking, which means that you will probably find it difficult to take unpopular decisions. You are likely to find it difficult to work in an impersonal manner, as you usually seek out close relationships with colleagues and clients. You are likely to be logical and objective in your decision-making. You probably avoid allowing your emotions to interfere with your thinking, and find it easy to make unsentimental decisions. However, you probably find it difficult to understand or deal with emotionally charged individuals or situations, as these do not fit with your logical approach to the world. You will probably be interested in and excited by abstract theories and possibilities. You may take a broad, future-focused and conceptual view of problems, which means that finding links between facts or concepts will come easily to you. However, you may overlook the more immediate aspects of some situations.

You prefer to look at the world in new or different ways. You are constantly looking to improve upon current ways of thinking or working. You will probably find it difficult to work in environments where there is little opportunity to improve upon the way things are done. Your responses to the reasoning questions indicate that you are likely to prefer working on problems of a practical nature rather than those that require an understanding of abstract concepts and relationships. You probably work best when you can take enough time to think about and understand the meaning of the issues involved.

Structure and Flexibility

You see yourself as reflective and deliberate. You tend to consider the various aspects of a decision before committing, and strive to anticipate – and therefore avoid – potential risks. You are likely to be seen as methodical, with a keen desire to focus on a subject in depth; however you could feel uncomfortable if you have to think quickly and spontaneously. You will probably place a high value on society's rules, norms and expectations, and could act as their custodian, upholding standards and respecting authority. You are unlikely to ever break rules, seeking instead to change those that you consider unfair. You enjoy considering the broader view. Your thoughts will often turn to the possibilities or implications of a situation. This will be an advantage in situations where it is important to consider a broad setting, but you may become distracted, or lost in your own thoughts. You are likely to be organised. You are probably most happy in situations where you can see what needs to be done and are given the opportunity to plan ahead. You probably cope with shifting circumstances by careful planning, although you may sometimes be seen as inflexible because of your need to achieve high standards.

Management of Pressure

You see yourself as someone who tends to react emotionally to the obstacles that you encounter in life. When things are going well, you will show your enjoyment and satisfaction, which can be inspirational and motivational to others. However, when things go badly, your feelings will be clearly revealed through your emotional reaction, which some people may see as disheartening or inappropriate. You have an optimistic view of the world and a positive view of others. You will tend to expend little energy worrying about being taken advantage of, and this could be a disadvantage in a highly political environment. You are likely to be self-assured and unworried, confident in your abilities and performance, and rarely experiencing self-doubt. This self-confidence may be seen as inspiring to others and engender their trust in your abilities. However, you could be less likely to attend to negative feedback, which could affect your learning, and you may appear unconcerned about the impact that your actions have on others. You are likely to be tense and driven, with a great deal of energy. You have a low tolerance for frustration and this will lead you to take action to address the source of your concerns. You will perform most effectively in an environment where immediate activity is rewarded, although you could be impatient in your need for action.



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