



# Comprehensive Insights Report

**A Sample**

28 April 2015

**CONFIDENTIAL**

## Introduction

### Use of the report

Please note: decision-making using 16PF-derived information should only be undertaken by a fully trained 16PF user, who will interpret an individual's results using their professional judgment. 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 the 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.
- 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 individuals undergo major changes in their work or life circumstances.

### Interpreting mid-range scores

A person's behaviour is the product of the interaction of their personality characteristics with specific situational opportunities and constraints. This interaction effect is likely to be particularly true of 16PF sten scores in the mid-range on the profile; that is, scores lying at or between stens 4 and 7, and especially those at stens 5 and 6. Therefore, interpretation of these scores can be one of the more challenging aspects when providing feedback. References to situational factors are used in the narrative of this report to remind the professional that interpretations of scores in the mid-range are especially likely to benefit from additional information gathered during the course of the feedback session.

## Report layout

### Practitioner Report

The 16PF Practitioner Report contains several sections, each designed to assist the trained 16PF practitioner in a range of applications. The sections are:

#### **Response Style Indices**

This section provides information on how the respondent has answered the questionnaire, allowing the user to review and generate hypotheses about the respondent's test-taking attitude.

#### **Profile section**

A graphical summary of the 16PF Primary and Global Factors, giving practitioners a concise overview of the respondent's personality profile.

#### **Interpretive section**

A detailed interpretation of an individual's 16PF profile. This section uses both graphics and narrative interpretation to guide the practitioner through a description of the individual, and then predicts the likely implications of their profile. These predicted implications are based on expert knowledge of how the 16PF factors interact; they are presented for the practitioner to consider and, if they wish, to explore as hypotheses with the respondent. Given that these are predictions, the respondent may feel that some describe them well, and that others feel less true for them.

#### **Strengths and Development tips**

Potential strengths and development areas are presented, with tips on how the development areas might be addressed.

#### **Feedback prompts**

This section lists questions that the practitioner might use to help the respondent explore their scores, and therefore to establish the respondent's certainty that the reported scores accurately reflect their self-perception. Please note that the feedback prompts are not the same as structured interview questions for recruitment situations; for the latter, the practitioner will need to consider how each 16PF factor relates to the requirements of the role in question.

In addition, two other reports are included for use with people who are not trained in the use of the 16PF questionnaire. These reports are:

### Candidate Feedback

This short narrative report interprets and describes the results of the 16PF questionnaire for candidates who are unfamiliar with 16PF terminology. It presents a straightforward interpretation of the results of the 16PF profile, which minimises the risk of misinterpretation.

### Manager Feedback

This narrative report is written for people untrained in the 16PF questionnaire, but who would nonetheless benefit from an understanding of an individual's profile. For example, it may be given as a summary to a line manager who has had their decision-making supported by a trained 16PF practitioner.

## Response Style Indices

### Norm group

#### GB combined-sex (2011)

All of the response style indices are within the normal range: there is no indication that it is necessary to question any of them.

### Impression Management

The individual has presented a self-image that is neither markedly self-critical nor overly positive.

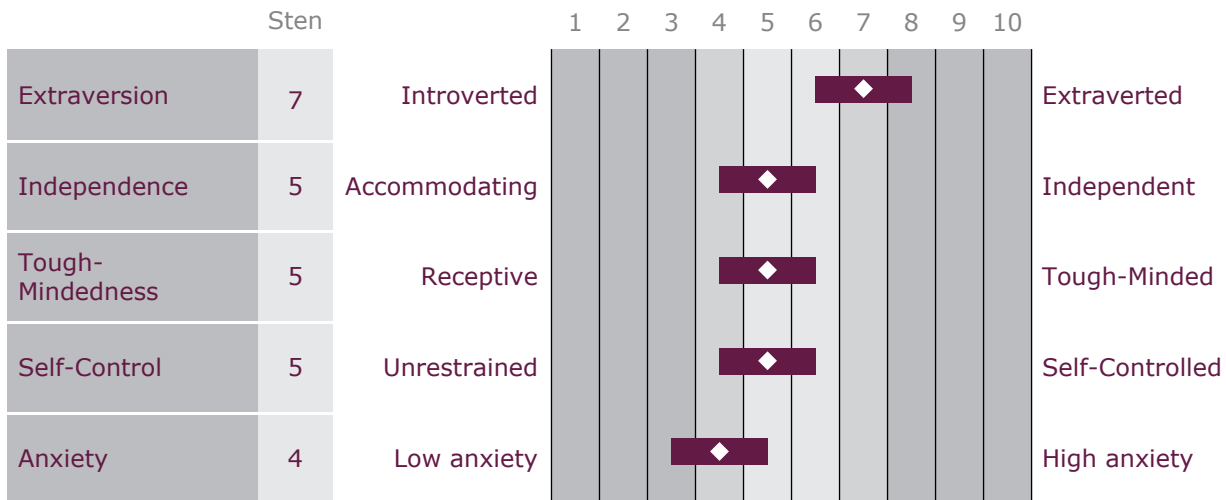
### Acquiescence

The individual has responded in a way that is not acquiescent; that is, they have not simply agreed with each statement. However, the style of responding could also be compatible with someone who has endorsed either a majority of 'b' ('?') or 'c' ('false') responses. Therefore the Infrequency index should be carefully examined in order to assess the extent to which their responses may be unorthodox or unusual.

### Infrequency

The individual has endorsed most items in a way that is similar to other people; it is unlikely that they have responded randomly.

## Global Factors



### Global Factor definitions

#### Extraversion

Social orientation; the desire to be around others and be noticed by them; the energy invested in initiating and maintaining social relationships.

### Contributing Primary Factors

A: Warmth  
F: Liveliness  
H: Social Boldness  
N: Privatness (-)  
Q2: Self-Reliance (-)

#### Independence

The role a person assumes when interacting with others; the extent to which they are likely to influence or be influenced by the views of other people.

E: Dominance  
H: Social Boldness  
L: Vigilance  
Q1: Openness to Change

#### Tough-Mindedness

The way a person processes information; the extent to which they will solve problems at an objective, cognitive level or by using subjective or personal considerations.

A: Warmth (-)  
I: Sensitivity (-)  
M: Abstractedness (-)  
Q1: Openness to Change (-)

#### Self-Control

Response to environmental controls on behaviour; internal self-discipline.

F: Liveliness (-)  
G: Rule-Consciousness  
M: Abstractedness (-)  
Q3: Perfectionism

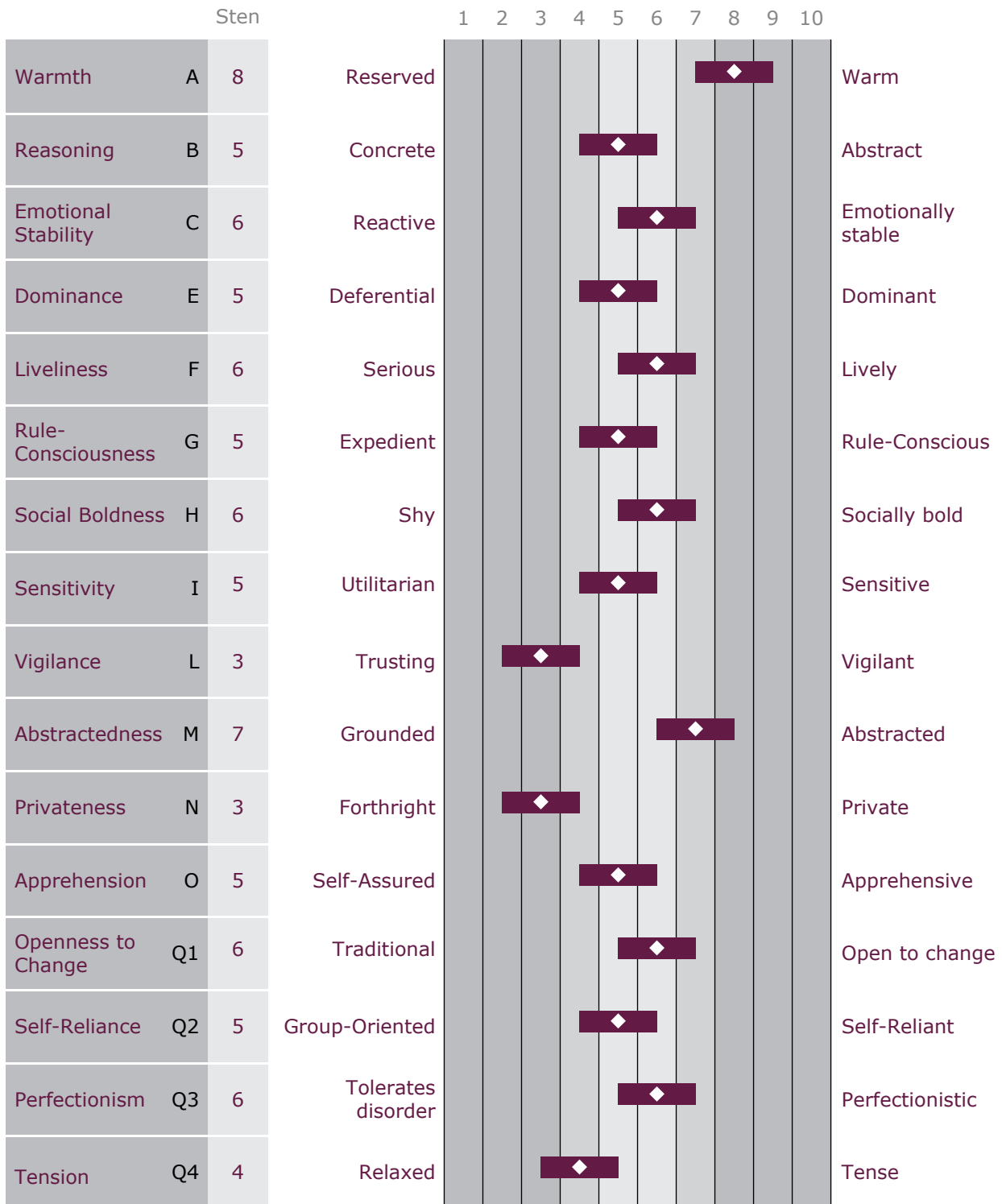
#### Anxiety

Emotional adjustment; the types of emotions experienced and the intensity of these.

C: Emotional Stability (-)  
L: Vigilance  
O: Apprehension  
Q4: Tension

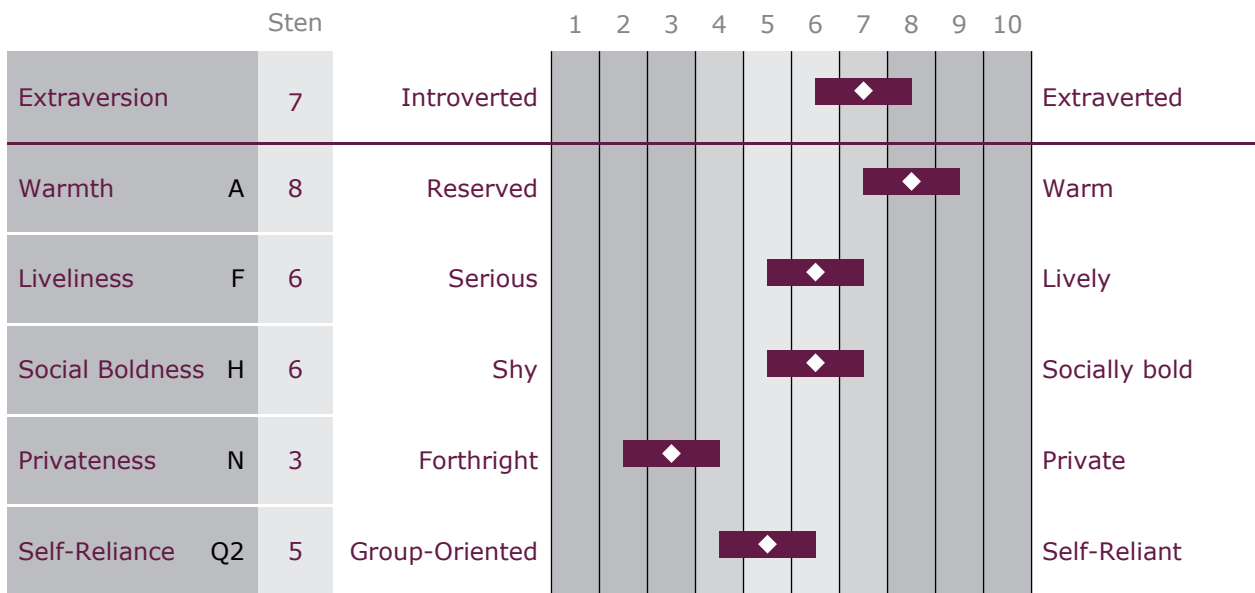
(-) Indicates a negative relationship between the Global and Primary Factor

## Primary Factors



## Relating to Others

### (Extraversion)



Relating to Others concerns the extent to which an individual prefers to be around others, and the quality and quantity of their social relationships.

### Overview

At a broad level, Ms Sample's style of Relating to Others can be described as follows:

She sees herself as someone who is usually comfortable being around other people. She will generally devote time and effort to developing and maintaining social relationships, although there may be some occasions or some people that discourage her from doing this.

In more detail, Ms Sample's style is characterised by:

- A strong desire for warm and close relationships.
- A likelihood that she will think before speaking or taking action in some areas of life, but be more spontaneous in others.
- A tendency to be comfortable in some social settings, but less resilient in others.
- A willingness to disclose personal information.
- A desire for a balance between time spent alone and time spent with others.

## Relating to Others: In-depth interpretation

### Initiating and developing relationships

It is likely that warm, close relationships are particularly important to Ms Sample, and she probably cares about and feels concern for people. There are some occasions where Ms Sample will feel comfortable approaching others and initiating relationships, but there may be others where a sense of intimidation or concern about rejection will constrain her. She will be encouraged to meet and interact with others if there is the opportunity to get to know people well and forge close relationships. Social situations that require a more perfunctory or superficial style of interaction, or which are task-focused, are likely to be of less interest to her. She is probably very comfortable revealing personal information to a wide range of people. She is likely to be perceived as straightforward, genuine, and easy to get to know, however she may run the risk of being indiscreet, or of revealing information inappropriately. Her readiness to reveal personal information is in line with her interest in others, and her openness may be a strategy for forming closer relationships, as she seeks to encourage others to share confidences. It is likely that her clear interest in and concern for others makes her an easy person to confide in. There are times when she may take people too much at face value and may not look beneath the surface of what is said. She may be so ready to believe in other people that her judgments could become clouded by her feelings about them.

### Liveliness and excitement-seeking

Ms Sample sees herself as combining an enthusiastic approach to life with a preference for thinking before she speaks or acts. New people are likely to be a source of interest and excitement for her, and she may be perceived as lively and entertaining. However, she will not constantly be looking for this kind of stimulation, and is probably able to focus on particular people or situations without becoming bored.

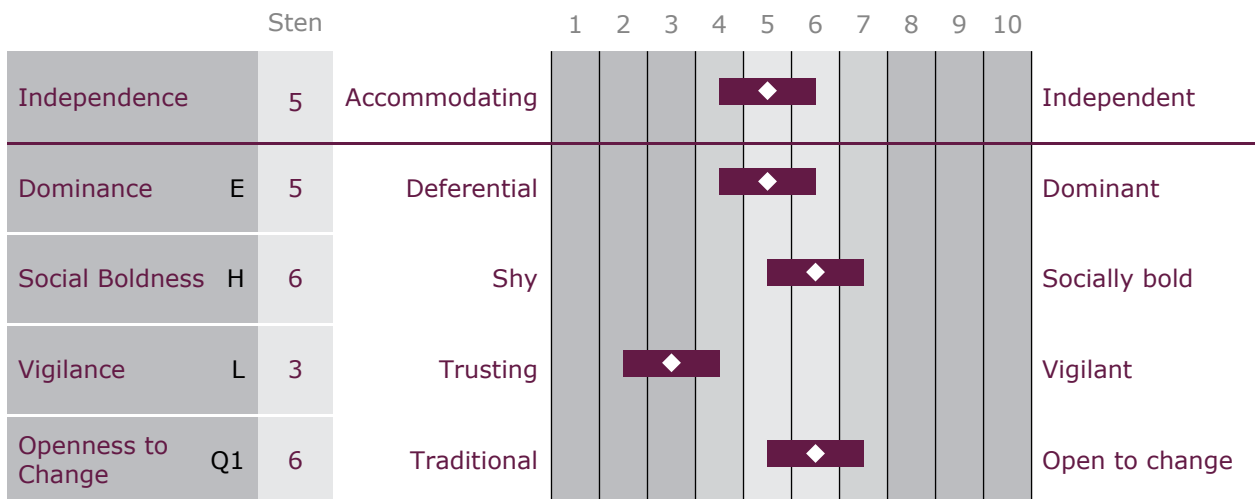
### Social situations and work settings

Ms Sample is likely to feel at ease in social settings, although there are likely to be some that are more difficult for her than others. She may sometimes be sensitive to criticism and rejection, when she will be less sure of herself and less comfortable speaking or presenting. She is likely to prefer a balance between working with others and working alone. There may be some situations where she is happy to make decisions independently, and others where she is more comfortable collaborating with people and eliciting their ideas and opinions. It is likely that she sees teamworking and group activities as opportunities to satisfy some of her need for warm relationships with others, and it may be that purely task-focused teamworking is less appealing to her.



## Influence and Collaboration

### (Independence)



Influence and Collaboration describes the extent to which an individual is interested in asserting their opinions and influencing others, as opposed to accommodating themselves to other people and collaborating with them.

### Overview

At a broad level, Ms Sample's Influence and Collaboration profile can be described as follows:

She is likely to balance her need to influence with a willingness to accommodate others' needs and adapt to what is happening.

In more detail, Ms Sample's style is characterised by:

- An ease with being assertive, coupled with a willingness to defer when appropriate.
- Confidence in expressing opinions in some situations.
- A trusting attitude towards others and their views.
- An interest in new and different ways of doing things, combined with an appreciation of existing methods.

## **Influence and Collaboration: In-depth interpretation**

### **Desire for influence**

There are likely to be some situations or issues she feels strongly about, and where she wishes to exert influence and make herself heard; there will be other situations where she is either happy to cooperate and accommodate others, or where she will feel uncomfortable expressing her opinion. In situations where her ideas or views might upset people, she may be more concerned about maintaining harmony rather than asserting her views.

### **Independence of thought**

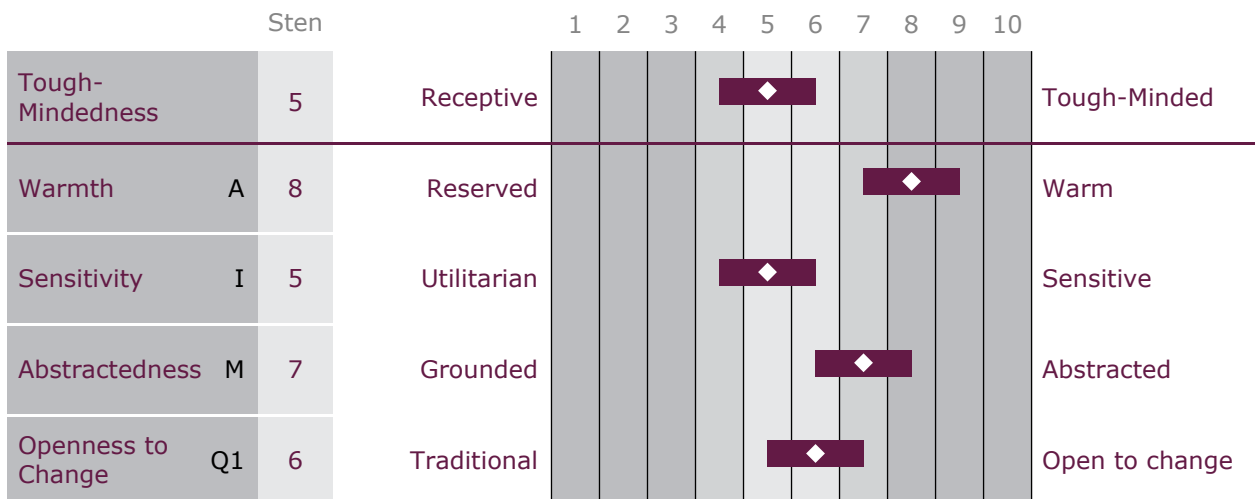
She is likely to be very comfortable accepting other people's views, trusting what they say without questioning their motives. If she does disagree and assert her opinion, she is unlikely to personalise discussion and dissent. When Ms Sample is in social situations where she lacks confidence, she is more likely to be swayed by other people's views. In familiar settings, where she knows people well, she may find it easier to retain her own opinions, but she is unlikely to have much interest in asserting them or persuading others to her point of view.

### **Seeking new experiences and challenges**

Although Ms Sample is receptive to new ideas, experiences and ways of doing things, she may not always actively seek them out. Furthermore, there are likely to be times when she prefers familiar and reassuring environments.

## Thinking Style

### (Tough-Mindedness)



Thinking Style concerns the ways in which an individual processes information and makes decisions; that is, the extent to which they will take an objective and unsentimental approach, have a practical and concrete focus, and value the status quo, compared to the extent to which they will be interpersonally sensitive, subjective and interested in new ideas and experiences.

### Overview

At a broad level, Ms Sample's Thinking Style can be described as follows:

She is likely to prefer to balance an interest in theories and concepts with a practical, realistic focus. She probably has some perception of the impact she has on others. There may be some situations where she is comfortable using her emotions and intuitions to make sense of the world, and others where she prefers to take a more rational approach.

In more detail, Ms Sample's Thinking Style is characterised by:

- A strong likelihood that she will consider people rather than tasks when making decisions.
- A preference for using both objective logic and subjective impressions when making decisions.
- A tendency to focus on theories and concepts.
- An openness to new ideas and approaches, balanced with more traditional ways of doing things.

## Thinking Style: In-depth interpretation

### Taking in information

Ms Sample is likely to be interested in abstract ideas, theories and concepts, although she will probably also keep a practical and realistic focus. She sees herself as someone who can take a broader view, thinking about overarching meanings and patterns and making associations between ideas and concepts. She is likely to be attuned to other people's needs and feelings, and these will probably form an important source of information for her. She will probably try to help others by thinking deeply about what may underlie particular problems, rather than focusing on the practical needs of the situation.

### Making decisions

When solving problems and making decisions, Ms Sample is likely to incorporate a combination of subjective and objective information. It may be that particular situations determine whether she relies more on her feelings or on objective logic, or it is possible that her customary style is to consider both. Since she also tends to care very much about the impact of her decisions on others, it is likely that she will attempt to manage their responses by understanding their feelings, especially when taking tough decisions.

### Creativity and change

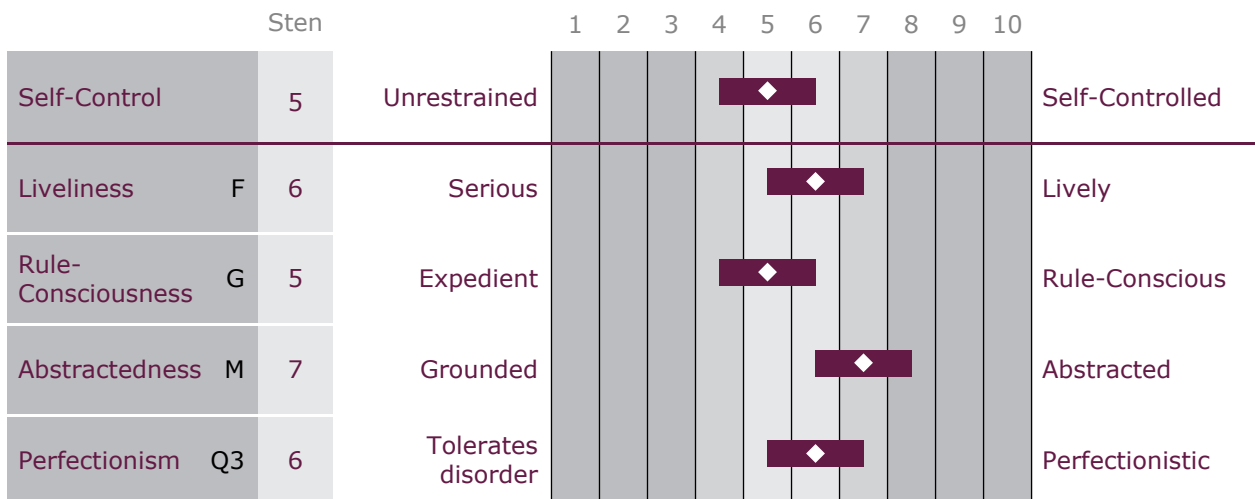
Ms Sample is likely to be interested in, and open to, new ideas and change, although she will not seek change for its own sake. In solving problems, she is likely to compare innovative solutions with more tried and tested approaches, or to act as a bridge between those wanting radical change and those who want to maintain the status quo. It is possible that she is interested in big picture changes rather than practical, concrete alterations to how things are done.

### Problem-solving

Ms Sample's responses to the reasoning questions indicate that she works comfortably with problems and situations that require thinking and reasoning at a practical level. Although she is also able to handle some more abstract problems, she is generally most at ease when working through problems that relate to her experience and training.

## Structure and Flexibility

### (Self-Control)



Structure and Flexibility concerns the extent to which an individual will exercise caution and self-control, and take care over planning, as opposed to the extent to which they will be spontaneous, flexible and follow their own, perhaps unconventional, set of ideals or standards.

### Overview

At a broad level, Ms Sample's Structure and Flexibility style can be described as follows:

She shows a balance of a structured and self-controlled approach with one of flexibility and spontaneity.

In more detail, Ms Sample's style is characterised by:

- A balance between planning ahead at times and leaving things to chance on other occasions.
- A tendency to follow rules and regulations as much as most people.
- A moderately lively approach, depending on the situation.
- A thinking style focused upon abstract ideas and overviews, but not excluding practical, grounded considerations.

## Structure and Flexibility: In-depth interpretation

### Planning and organising

Ms Sample reports an approach that sometimes makes use of planning and structure, but at other times leaves the progress of things to chance. The importance to her of a task may affect how perfectionist and organised she wishes to be.

### Attitude to rules and regulations

Ms Sample describes a likelihood of valuing convention, rules and regulations for the most part; she balances this with a tendency to negotiate or disregard unhelpful or obstructive rules and conventions when she thinks it is necessary.

### Levels of dynamism, caution and flexibility

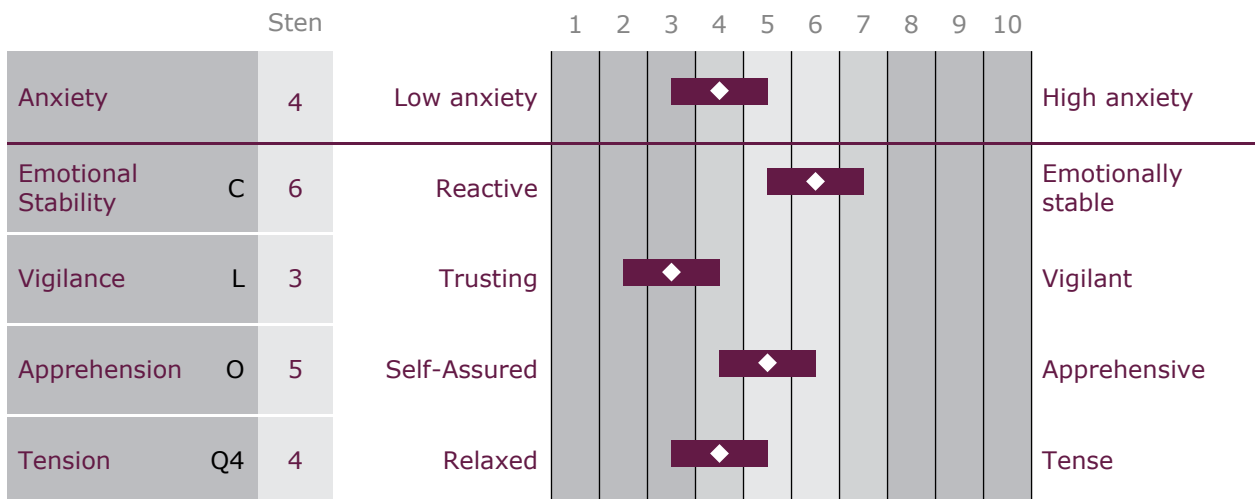
Ms Sample's responses to the questionnaire suggest a tendency to be either moderate in the extent to which she is enthusiastic and energetic, or a tendency to be influenced by the situation: being impulsive, energetic and carefree in some situations, but more serious and cautious in others (perhaps those which are less familiar or more important to her).

### Degree of focus

Ms Sample reports an abstracted thinking style. She is likely to be imaginative, interested in ideas, theoretically oriented and may often see an overview or interconnection of issues. Some of this thinking may be based on factual information and detail, and on things that are tangible and practical.

## Management of Pressure

### (Anxiety)



Management of Pressure concerns the characteristic ways in which an individual experiences and copes with stress. It focuses on four areas: how calmly the individual deals with life's demands; how trusting they are of other people; their level of self-criticism and their physical tension. It is important to note that an individual's profile on this scale may be based on general state of mind, or it could reflect what is going on in their life when they complete the questionnaire.

### Overview

At a broad level, Ms Sample's Management of Pressure style can be described as follows:

She sees herself as generally calm and relaxed. She is not likely to show signs of tension and worry.

In more detail, Ms Sample's style is characterised by:

- Dealing with everyday stressors as calmly as most people.
- A trusting attitude towards others.
- The capacity to self-criticise without becoming consumed with self-blame.
- Lower levels of physical tension than most.

## Management of Pressure: In-depth interpretation

### General level of anxiety

Ms Sample has an optimistic view of the world, tending to believe the best of people unless there is evidence to the contrary. She is likely to assume that others are sincere in what they say and do, which implies that she may be taken by surprise when hidden agendas emerge. However, if this happens, it is unlikely to seriously affect her belief in her ability to cope with life's demands. Ms Sample's reports relatively low levels of physical tension and will generally appear relaxed and content, although there may be some situations that make her feel more tense.

### Sources of anxiety

Although Ms Sample tends to believe that she is generally able to deal with most problems and difficulties, it is possible that there are some situations or events that cause her to feel less able to cope. It may be useful to explore with her whether this is the case, and if so, what these areas might be.

### Self-criticism and self-assurance

Ms Sample sees herself as self-critical enough to learn from her mistakes, without becoming consumed by a lack of self-confidence. While she is likely to feel self-assured in some situations, others will cause her self-doubt and make her wonder if she could have done better.

### Expression of stress

When Ms Sample does experience pressure, it is likely that there are some situations or contexts where she feels tense and responds with impatience and irritation. There may be other times when she expresses a calmer, more measured response. It may be useful to discuss with her which situations may bring out which response.

### Coping strategies

Although Ms Sample currently feels as in control as most others of life's demands, it may be useful to discuss with her the strategies she has in place when she feels less able to cope. When Ms Sample is facing difficulties, she is likely to openly express what is happening to her. This might provide a way of coping with her problems, as other people will be aware of what is going on, and may provide a source of help or advice, or make allowances for her potentially negative emotional reactions.



## Strengths

The following suggestions are based on Ms Sample's scores on her individual Primary Factors. They are not intended to be exhaustive; she may demonstrate many more strengths. In addition, it should be remembered that they are based solely on personality and do not take into account her abilities, skills, knowledge and experience. Since they are not tailored to her particular role or situation, they may not all be relevant. A comprehensive view of her strengths should consider other factors as well as personality and should be appropriate for her role or development path.

### Relating to Others

- Ms Sample's desire to form warm and close relationships means that she is likely to be seen as a caring and sympathetic individual, and she is likely to work and interact well with others, responding to their needs and providing help and support.
- She reports a balance between liveliness and caution, implying that while she will probably be seen as enthusiastic and energetic, she is also able to constrain her behaviour when necessary, and to focus on a particular person or project.
- Her typical level of social confidence implies that she will probably manage most social situations without feeling intimidated.
- Her openness is likely to mean that her feelings about a broad range of issues, situations and people are very clear and obvious; people will know where they stand with her.
- She is likely to be flexible in terms of working independently and collaboratively.
- She is attentive to and concerned about other people, interested in learning about them and happy to share information about herself in return. This openness may make it easy for others to trust her, and she is likely to be seen as someone in whom it is easy to confide.

### Influence and Collaboration

- Ms Sample's comfort with expressing her views is usually likely to come across as assertive rather than domineering. She probably experiences few difficulties in making herself heard and in getting others to take her ideas seriously.
- It is likely that there are a range of situations in which she feels confident in her beliefs and in expressing her views. Since she is likely to spend some time noticing how other people react and feel, she may have a good idea as to what upsets and offends others. This is likely to help her work out in advance how her own opinions are likely to be received.
- Her tendency to trust others may encourage people to express their opinions to her and feel confident that they will be heard.
- She is likely to react positively to new ideas and ways of doing things, without feeling the need to make change for its own sake.

### Thinking Style

- Ms Sample's tendency to focus on people rather than on the task implies that she will tend to consider other people during her decision-making, and attempt to manage the impact on them.
- She indicates a potential inclination towards combining both objective and subjective information in her decision-making, which means that she is unlikely to focus too heavily on either feelings or dry, logical considerations.
- Her tendency to attend to both abstract ideas and practical matters implies that she will be able to see the bigger picture, while still maintaining a focus on how such ideas can be translated into action.
- Since she balances an interest in new ideas and change with an ability to see what is good in an existing situation, she is likely to neither seek change for its own sake, nor to adhere rigidly to the status quo.

## Structure and Flexibility

- Tending to look at the wider ramifications of situations or information, she may at times generate insightful ideas, or make associations between disparate strands of information.
- She has a versatile approach to planning and flexibility, and may have the potential to adapt and vary the degree to which she seeks to impose structure, rules, spontaneity and unconventional approaches, according to the demands of the particular situation.

## Management of Pressure

- Ms Sample is likely to feel as able to cope with setbacks as most people. When she is feeling a little overwhelmed, she is likely to acknowledge these feelings, and to seek support where it is needed.
- She reports a healthy balance between being reasonably self-assured, and being open-minded about learning from feedback. She is therefore likely to take responsibility for her mistakes, and will potentially learn from such mistakes.
- She generally feels that she has enough time available to meet her responsibilities, although she may sometimes demonstrate impatience and a sense of time urgency. She is likely to set about her activities with energy and drive, but this drive will not typically manifest itself as frantic, unfocused, rushing behaviour.
- She is likely to regard others as sincere and genuine, and by demonstrating this attitude she may encourage them to adopt a similarly trusting attitude towards her. This may assist her in building relationships and establishing trust and rapport. Furthermore, if she is feeling stressed or worried, she may be more likely than others to seek support by confiding in people.

## Development tips

The following suggestions are based on Ms Sample's scores on her individual Primary Factors. They are not intended to be exhaustive; she may indicate other areas for development. In addition, it should be remembered that they are based solely on personality and do not take into account her abilities, skills, knowledge and experience. Since they are not tailored to her particular role or situation, they may not all be relevant. A comprehensive view of her development needs should consider other factors as well as personality and should be appropriate for her role or development path.

### Relating to Others

- Ms Sample's need for close relationships and warmth implies that she may find it hard to work in harsh and critical environments, and her need to be liked might make it difficult for her to implement tough decisions or actions. She may benefit from maintaining more of a distance in some situations, without feeling that she is being harsh or unkind.
- Her comfort in disclosing personal information may sometimes be counter-productive, and she may find herself revealing things that are inappropriate, or which can be used against her. She may benefit from developing some discretion, and from being more selective in what she says in each situation.
- She is likely to be most comfortable in an environment where she is able to balance time spent working alone with time spent with others. Too much of either of these extremes could make her uncomfortable.
- She is likely to enjoy relationships that are very open and honest, with both sides contributing information about themselves. When this is combined with her tendency to trust others and believe the best of them, she could be vulnerable to people taking advantage of her. She may find it helpful to develop some caution about the kind of information she reveals, especially where she does not know people well, or where the information could be used against her.

### Influence and Collaboration

- There may be occasions when she lacks the confidence to express her views. It may be helpful for her to consider which situations make her feel and behave this way, and to think of how she might develop and improve her confidence.
- Her tendency to trust others may mean that she is too easily influenced, as she may not recognise when other people have ulterior motives. She may find it helpful to consider situations where it might be beneficial to look beneath the surface of what people are saying, and consider the possibility of wider implications and intentions in order to avoid people taking advantage of her trusting nature.

### Thinking Style

- If she is too concerned with how other people are affected by her decision-making, it could make it very hard for her to make and implement tough decisions. In such situations, she may find it helpful to consider ways of communicating the decision and minimising its impact.

### Structure and Flexibility

- There could be times when she becomes lost in her own thoughts and ideas, or when she fails to take into account the practical limitations of implementing her ideas. She may occasionally have difficulty keeping her focus on the here and now. Where this is the case, she may need to exercise greater self-discipline to bring her full concentration to the present situation.

- Given her potential for switching between an organised and a more flexible approach, the quality of her judgment will be an important factor in determining whether she can accurately appraise a situation, so that she can decide whether to exercise structure and planning or spontaneity and flexibility. She may find it beneficial to check with others whether a more structured or a more flexible approach would be most appropriate, to ensure that she achieves the right balance.

## Management of Pressure

- Ms Sample reports feeling that she can cope with life's current demands about as well as most people. When she is facing particularly difficult circumstances, however, she may find it beneficial to seek support from others, both to share her concerns and to make use of the sources of assistance that may be available to her.
- Compared to most people, Ms Sample reports typical levels of self-confidence and self-assurance. It may be helpful for her to identify times when she is attributing her successes and failures to herself or to external factors. By considering how appropriate these attributions are, she could strike the right balance between maintaining a positive self-esteem whilst remaining realistic about her strengths and development needs.
- She is more likely than most people to assume that others are sincere and genuine. It may be helpful for her to be more aware that some people may have hidden agendas at times, or may not be as sincere in their motives as they first appear. In some situations, she may want to question people's motives to a greater extent than she currently does.

## Feedback prompts

The following questions are suggested prompts for a feedback interview with Ms Sample. They are based on her scores on individual Primary Factors. The list of questions is not intended to be exhaustive; there are many more questions that may be asked in addition to these. For example, the narrative section presents a number of hypotheses that you may wish to explore with Ms Sample. Some of the questions may be more suitable than others for your interview; they are presented here as a list of suggestions from which you can choose. Please note that the feedback prompts are not the same as structured interview questions for recruitment situations; for the latter, you will need to consider how each 16PF factor relates to the requirements of the role in question.

### Relating to Others

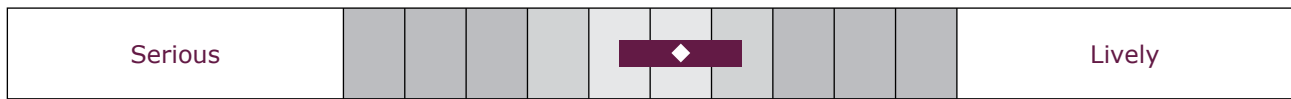
#### Warmth



- When have you had to give difficult feedback?
- When is it beneficial to form close relationships?
- Are there any situations in which you will retain more detachment?
- How do you manage situations where your contact with others is limited?
- How do you cope when you have to be objective?

Notes

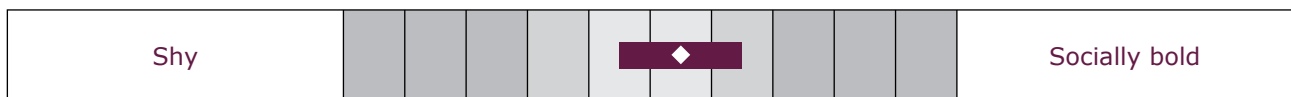
### Liveliness



- In what situations are you likely to be lively and spontaneous?
- When are you likely to be more subdued?
- How does your enthusiasm express itself?

Notes

### Social Boldness



- In an unfamiliar social situation or when dealing with strangers, how would you feel about starting a conversation? Do you tend to prefer others to initiate conversations, or do you start them yourself?
- In which social situations do you feel most at ease?
- How do you feel if you need to be the centre of attention, for example when giving a presentation?

Notes

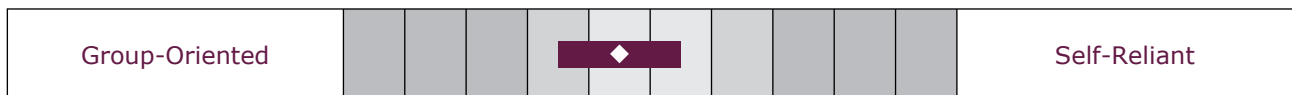
### Privateness



- Have you ever regretted disclosing personal information?
- Are there times when it is not helpful to discuss a problem with others?
- When would you keep personal information to yourself?
- Is being open helpful in your job?

Notes

### Self-Reliance

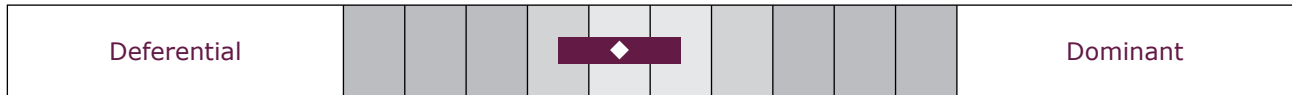


- Do your hobbies or work involve collaborating with groups of people?
- What would bother you sooner – to be constantly surrounded by people, or to be continually on your own?
- Are there some groups or types of people whose company you like more than others?
- When you have a decision to make, do you consult others?
- Which decisions would you consult on, and which would you make on your own?

Notes

## Influence and Collaboration

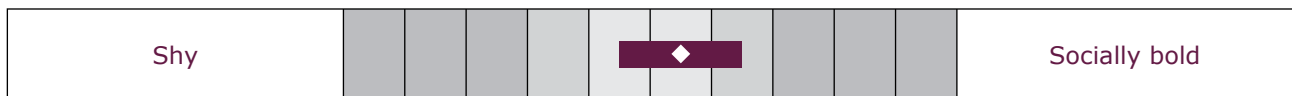
### Dominance



- In which situations would you like to influence others?
- Do you feel you are able to influence others successfully?
- When are you most likely to express your opinions?

Notes

### Social Boldness



- How do you feel if your ideas are criticised?
- How do you feel when presenting your ideas to a group?
- What kind of situations do you find threatening?

Notes



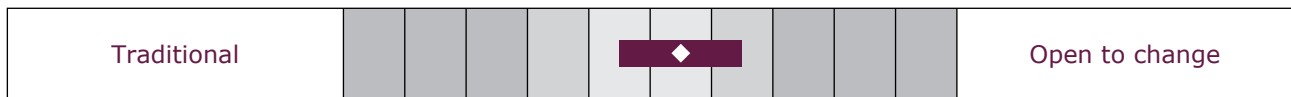
### Vigilance



- Are there any situations where you are more on your guard rather than trusting of others?
- Has anyone in a work team let you down? How did it make you feel?
- Can you think of a time when you have given someone the benefit of the doubt, but you should have been more cautious about the person's motives?

Notes

### Openness to Change



- Do you tend to initiate change or do you expect others to introduce it?
- How do you assess whether change is positive or negative?
- In which situations are you happy to implement your own ideas for change?
- In which situations are you happy to stick with what's been tried and tested?

Notes

## Thinking Style

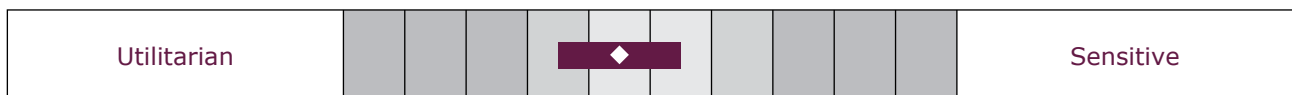
### Warmth



- Have you had to make or implement decisions that had harsh consequences for others?
- What are the advantages and disadvantages of taking feelings into account?

Notes

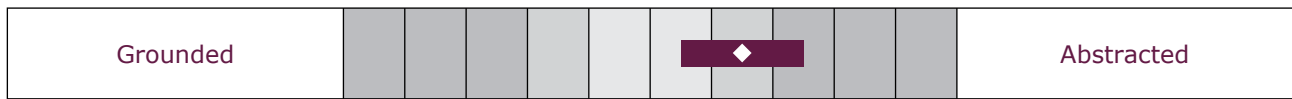
### Sensitivity



- What decisions are you responsible for at work?
- When making decisions at work, when do you need to use feelings, and when must you base your judgments on facts?
- When would you allow your feelings to be more important to a decision than the pure facts of a situation?

Notes

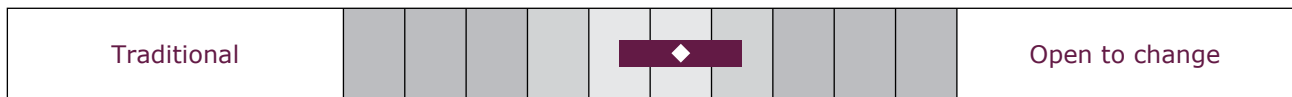
### Abstractedness



- In which situations are you likely to attend to details and practicalities?
- In which situations are you likely to think of ideas, overviews and theories?
- When discussing information with others, are you more likely to enjoy abstract or broad discussion, or are you keener to concentrate on the practical details?

Notes

### Openness to Change

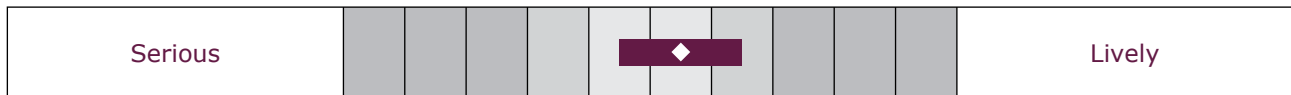


- How do you assess whether change is positive or negative?
- In which situations are you happy to accept change? In which situations are you happy to stick with the tried and tested?
- What would you find more comfortable – frequent change and variety, or stability and routine?

Notes

## Structure and Flexibility

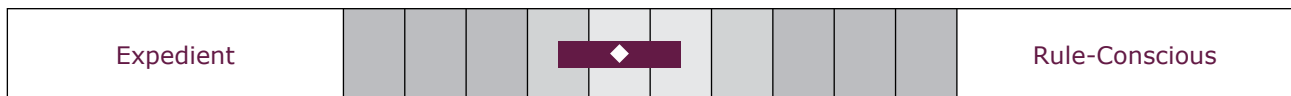
### Liveliness



- In what situations would you feel comfortable making very quick decisions, and in what situations would you want more time to think things over?
- Have there been times when you have not made a decision early enough or have failed to grasp an opportunity because you were too busy thinking it over?
- How do you feel about fast-paced and varied work schedules?

Notes

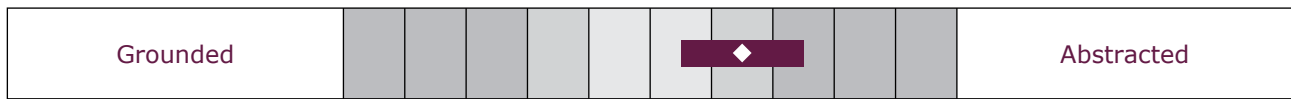
### Rule-Consciousness



- Which rules would you never wish to break?
- Under what circumstances would you break or bend a rule?
- What set rules do you have to follow at work?
- How do you feel when you have to follow rules, regulations and standard procedures?

Notes

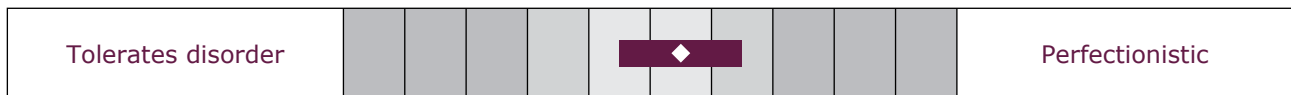
### Abstractedness



- In what situations do you remain focused?
- How do you remain focused when you are not interested?
- When considering the needs of a project, do you tend towards a detailed analysis or a broad overview?

Notes

### Perfectionism

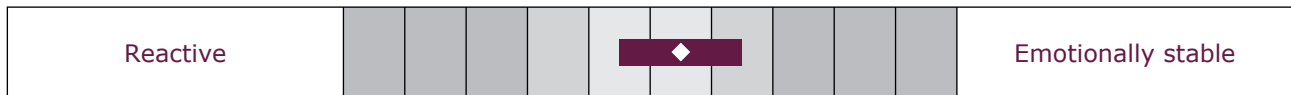


- How do you organise your workload and time?
- What things do you need to plan for, and what things can you afford to leave to chance?
- Do you organise yourself the same way at work and at home?
- How do you cope with unexpected demands?

Notes

## Management of Pressure

### Emotional Stability



- What makes you feel pressured? How often do you feel like that?
- How would you feel and behave if you failed to achieve a goal?
- How would you deal with disappointment?
- Are there some aspects of your work that make you more stressed than others?

Notes

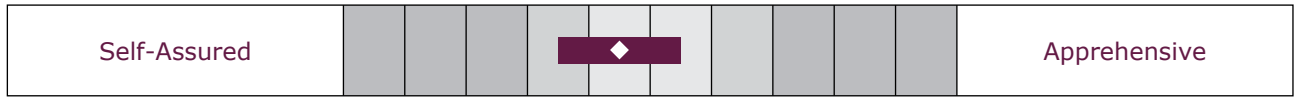
### Vigilance



- Are there any situations where you tend to be worried about the motives of others, or on your guard?
- Has anyone in a work team let you down? How did it make you feel?
- Has your trusting nature ever led you to make an unrealistic appraisal of a situation?
- Have you been in situations where you have been disappointed to find that other people have had hidden motives?

Notes

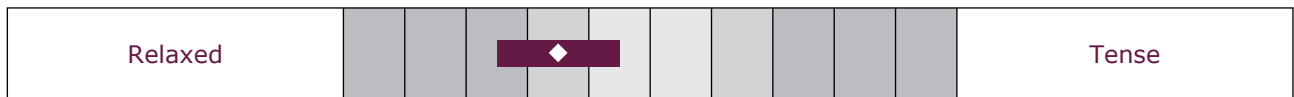
### Apprehension



- What is contributing to your levels of self-confidence at the moment?
- In what areas do you feel less self-confident?
- If someone criticises you, do you find yourself dwelling on it or do you quickly forget it?

Notes

### Tension



- When and how do you experience physical tension?
- What kinds of people are most likely to cause you to lose your patience? How would that look to others?
- How does tension affect you? How do you unwind and cope with it?
- How easy do you find it to unwind?

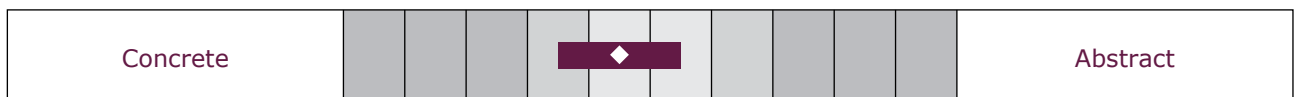
Notes

## Response Style Indices

All of the response style indices are within the normal range. There is no indication that it is necessary to question any of them.

Notes

### Reasoning



- How did you find the reasoning questions at the end of the test? Do you need to do any reasoning tasks like this in your work or hobbies?

Notes



## Item summary

This page of 16PF scores is intended for qualified professionals only. Data on this page should be treated with utmost confidentiality.

### Item responses

1	a	25	a	49	c	73	a	97	a	121	a	145	c	169	a
2	a	26	a	50	a	74	c	98	c	122	c	146	a	170	a
3	c	27	a	51	a	75	a	99	a	123	c	147	a	171	a
4	a	28	c	52	a	76	a	100	c	124	a	148	c	172	c
5	a	29	c	53	c	77	c	101	a	125	a	149	c	173	a
6	a	30	c	54	a	78	a	102	c	126	a	150	c	174	a
7	c	31	c	55	a	79	c	103	c	127	c	151	a	175	a
8	a	32	a	56	a	80	c	104	a	128	c	152	a	176	a
9	a	33	a	57	c	81	a	105	a	129	a	153	a	177	c
10	c	34	c	58	c	82	c	106	a	130	a	154	a	178	c
11	a	35	c	59	c	83	c	107	c	131	a	155	c	179	c
12	a	36	a	60	a	84	a	108	b	132	c	156	a	180	c
13	a	37	c	61	a	85	a	109	a	133	a	157	a	181	b
14	c	38	a	62	a	86	a	110	a	134	c	158	a	182	a
15	b	39	c	63	c	87	a	111	a	135	a	159	c	183	a
16	a	40	a	64	c	88	c	112	a	136	a	160	c	184	c
17	c	41	a	65	a	89	a	113	c	137	c	161	a	185	a
18	b	42	a	66	a	90	a	114	c	138	a	162	c		
19	a	43	c	67	c	91	a	115	a	139	c	163	c		
20	c	44	a	68	a	92	a	116	a	140	a	164	c		
21	a	45	c	69	a	93	b	117	c	141	a	165	c		
22	c	46	a	70	c	94	a	118	a	142	c	166	a		
23	a	47	a	71	c	95	a	119	c	143	a	167	c		
24	b	48	a	72	a	96	a	120	c	144	a	168	a		

### Summary statistics:

Number of a-responses	= 100 out of 170 (59%)
Number of b-responses	= 5 out of 170 (3%)
Number of c-responses	= 65 out of 170 (38%)
Number of missing responses	= 0 out of 185 (0%)

Factor	A	B	C	E	F	G	H	I	L	M	N	O	Q1	Q2	Q3	Q4	IM	IN	AC
Raw scores	18	9	12	11	12	10	11	10	10	12	6	10	18	9	14	8	16	2	62
Missing items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

This report was processed using 16PF Fifth Edition Questionnaire GB combined-sex (2011) norms.



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# Candidate Feedback

**A Sample**

28 April 2015

**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 show a mixture of caution or spontaneity, depending on the situation. At times you will appear more serious and cautious, but when you feel more relaxed you may be happier to act in a less controlled way. You may feel confident in situations that are familiar to you, or where you are not worried about the impression that you make. There are also situations in which you feel less comfortable, particularly where you are trying to make a good impression. In these situations you may come across as less confident and may be less resilient to criticism. You see yourself as open, honest and straightforward. You will be happy to share almost all personal information in almost all situations. Many people may see this as refreshingly genuine and will feel that it is easy to get to know you. Others could feel that this style is too direct. You will probably enjoy both collaborating towards a common goal and being free to work more independently, adopting these different approaches according to the situation, needs or time.

### Influence and Collaboration

You appear to seek some influence and control over the world around you, at times seeking leadership opportunities or expressing clear opinions. In other situations you will be more accommodating, deferring to the influence of others when you respect them or when you wish to avoid conflict. You may find it comfortable to express your opinions in familiar settings, or amongst people with whom you feel at ease. In less familiar settings, or where you are aware of the need to impress, you will feel less comfortable. 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. At times you will prefer to try out new ideas or approaches, and may challenge the status quo. However, in other situations you will prefer to rely on what has been previously well established.

### 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 consider both the logical and emotional aspects of decisions. In some situations you may favour a more detached, objective approach, whereas in others you will consider the importance of your feelings and values. You may be generally interested in abstract theories and possibilities. You will prefer to take a broad, future-focused view of problems. You may find it easy to look for links between facts or concepts, but it may be more difficult for you to focus upon immediate practicalities.

At times you will be keen to try out new ideas or approaches, and you will look for opportunities to improve upon established ideas. However, you will also be keen to maintain established solutions that you think are effective. Your responses to the reasoning questions indicated that you tend to prefer problems and situations that require thinking and reasoning at a practical level. Although you are comfortable with some more abstract problems, you are generally most at ease when working through problems that relate to your experience and training.

## Structure and Flexibility

In some situations you are probably considerate and careful in your decision-making, tending to avoid risks. At other times you will be more spontaneous, acting more quickly or taking more risks. You will generally work with established rules and guidelines, but you may also feel comfortable ignoring or working around any rules that you see as irrelevant or unfair. You prefer to take a broader view, turning your thoughts to the possibilities or implications of a situation. You will be most comfortable in situations where this is important. You may be less comfortable when you have to focus on immediate practicalities, and will tend to do so only after you have considered a broader perspective. You are likely to be relatively organised, but are also able to tolerate shifting priorities or requirements. You will put some plans or structure in place, but you will also be willing to adapt to changes in circumstances.

## Management of Pressure

You will probably react emotionally to some situations and circumstances, but also feel that there are many problems and obstacles that you feel less emotional about. You may wish to consider in which situations or environments you would be more likely to express your feelings. 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 may be self-assured in some situations, feeling confident in your abilities. In other settings you may experience more self-doubt, and feel that you have not said the right things or performed as effectively as you could have done. You are likely to be relatively relaxed and generally content. You will tend to take a relaxed approach, only moving to action when you are sure that it is really necessary, although some situations may make you more tense.



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# Manager Feedback

**A Sample**

28 April 2015

**CONFIDENTIAL**



## Introduction

This report summarises Ms Sample's responses to the 16PF questionnaire.

Please note: the information presented here should not be used to make decisions in isolation. Decision-making using 16PF information should be based on the advice of a fully trained 16PF user, who will interpret a more technical profile of the results in conjunction with their own professional judgment. 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 the report is confidential and should be treated responsibly.

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

It is important to consider that:

- The results are based on Ms Sample's description of her own personality and behaviour, which may not necessarily reflect the way other people see her. The accuracy of the results is therefore dependent on her openness in answering the questionnaire, and upon her level of self-awareness.
- The report describes her likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about her 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 individuals undergo major changes in their 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.

## Manager Feedback

### Relating to Others

Ms Sample probably seeks out opportunities to build close personal relationships and to get to know others. She is likely to express a lot of interest in people and to want to get to know them well by asking a lot of questions in order to gain a deeper understanding of them. She is likely to show a mixture of caution or spontaneity depending on the situation. At times she will appear more serious and cautious, but when she feels more relaxed she may be happier to act in a less controlled way. Ms Sample may feel confident in situations that are familiar to her, or where she is not worried about the impression that she makes. There are also situations in which she will feel less comfortable, particularly where she is consciously trying to make a good impression. In these situations she may come across as less confident, and may be less resilient to criticism. She is open, honest and straightforward. She will be happy to share almost all personal information in almost all situations. Many people may see this as refreshingly genuine, and will feel that it is easy to get to know her. Others could feel that this style is too direct. She will probably enjoy both collaborating towards a common goal and being free to work more independently, adopting these different approaches according to the situation, needs or time.

### Influence and Collaboration

Ms Sample seeks some influence and control over the world around her, at times seeking leadership opportunities or expressing clear opinions. In other situations she will be more accommodating, deferring to the influence of others when she respects them or when she wishes to avoid conflict. She may find it comfortable to express her opinions in familiar settings, or with people with whom she feels at ease. In less familiar settings, or where she is aware of the need to impress, she will feel less comfortable. Ms Sample is likely to be optimistic about people: she believes that others generally have good motives and that they can be trusted. In this respect she will be seen as easy to get on with, and her optimism may bring out the best in others. However, it is possible that she may overestimate the good intentions of others in aggressive or competitive environments. At times she will prefer to try out new ideas or approaches, and may challenge the status quo. However, in other situations she will prefer to rely on what has been previously well established.

### Thinking Style

Ms Sample sees consideration for people as fundamental in making decisions. This concern for people will drive her thinking, which may mean that she has difficulty taking unpopular decisions. She is likely to find it difficult if she is forced to work in an impersonal manner, as she usually seeks out close relationships with colleagues and clients. She is likely to consider both the logical and emotional aspects of decisions. In some situations she may favour a more detached, objective approach, whereas in others she will consider the importance of her feelings and values. Ms Sample may be generally interested in abstract theories and possibilities. She will prefer to take a broad, future-focused view of problems. She may find it easy to look for links between facts or concepts, and it may be more difficult for her to focus upon immediate practicalities.

At times she will be keen to try out new ideas or approaches, and will look for opportunities to improve upon established ideas. However, she will also be keen to maintain established solutions that she thinks are effective. Her responses to the reasoning questions indicated that she tends to prefer problems and situations that require thinking and reasoning at a practical level. Although she is comfortable with some more abstract problems, she is generally most at ease when working through problems that relate to her experience and training.

## Structure and Flexibility

In some situations Ms Sample is considerate and careful in her decision-making, tending to avoid risks. At other times she will be more spontaneous, acting more quickly or taking more risks. She will generally work with established rules and guidelines, but she may also feel comfortable ignoring or working around any rules that she sees as irrelevant or unfair. Ms Sample prefers to take a broader view, turning her thoughts to the possibilities or implications of a situation. She will be most comfortable in situations where this is important. She may be less comfortable when she has to focus upon immediate practicalities and will tend to do so only after she has considered a broader perspective. Ms Sample is likely to be relatively organised, but is also able to tolerate shifting priorities or requirements. She will put some plans or structure in place, but she will also be willing to adapt to changes in circumstances.

## Management of Pressure

Ms Sample will react emotionally to some situations and circumstances, but also feels that there are many problems and obstacles that she feels less emotional about. She may wish to consider in which situations or environments she would be more likely to express her feelings. She has an optimistic view of the world and a positive view of others. She will tend to expend little energy worrying about being taken advantage of, and this could be a disadvantage in a highly political environment. Ms Sample may be self-assured in some situations, feeling confident in her abilities. In other settings she may experience more self-doubt, and feel that she has not said the right things or performed as effectively as she could have. She is likely to be relatively relaxed and generally content. She will tend to take a relaxed approach, only moving to action when she is sure that it is really necessary, although some situations may make her more tense.



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