



# Practitioner Report

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**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

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.

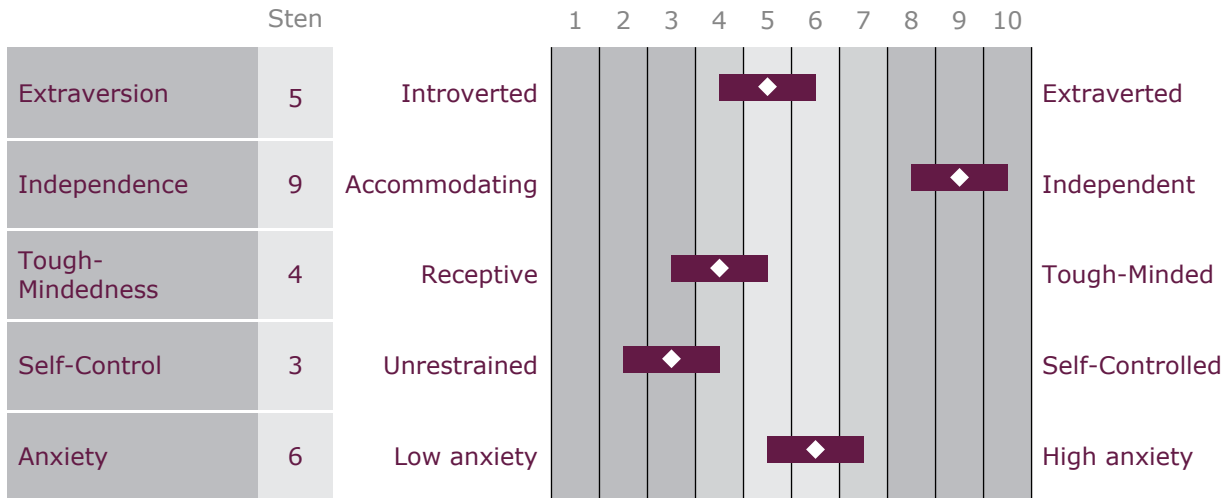
### Acquiescence

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.

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

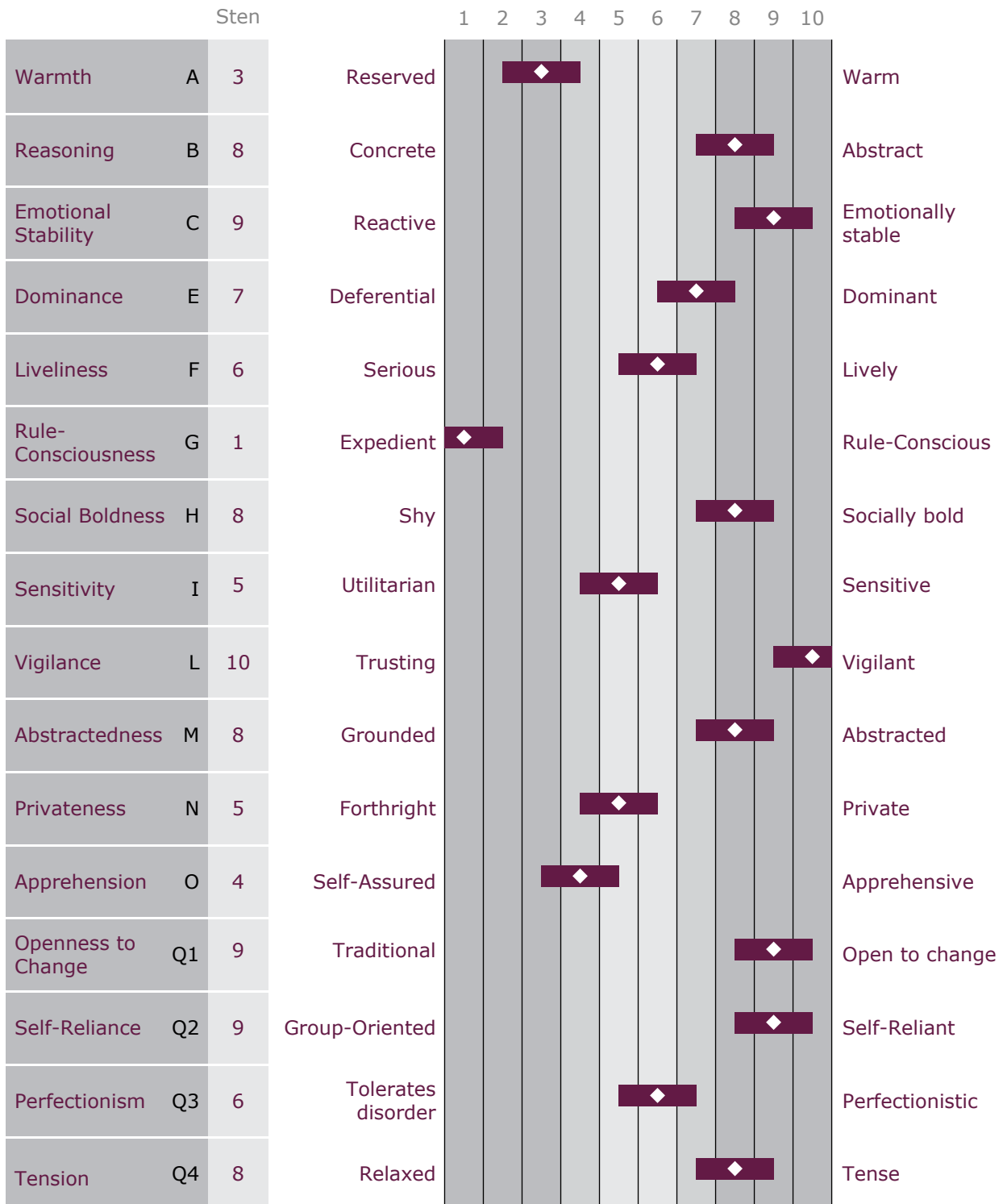
#### Anxiety

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

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

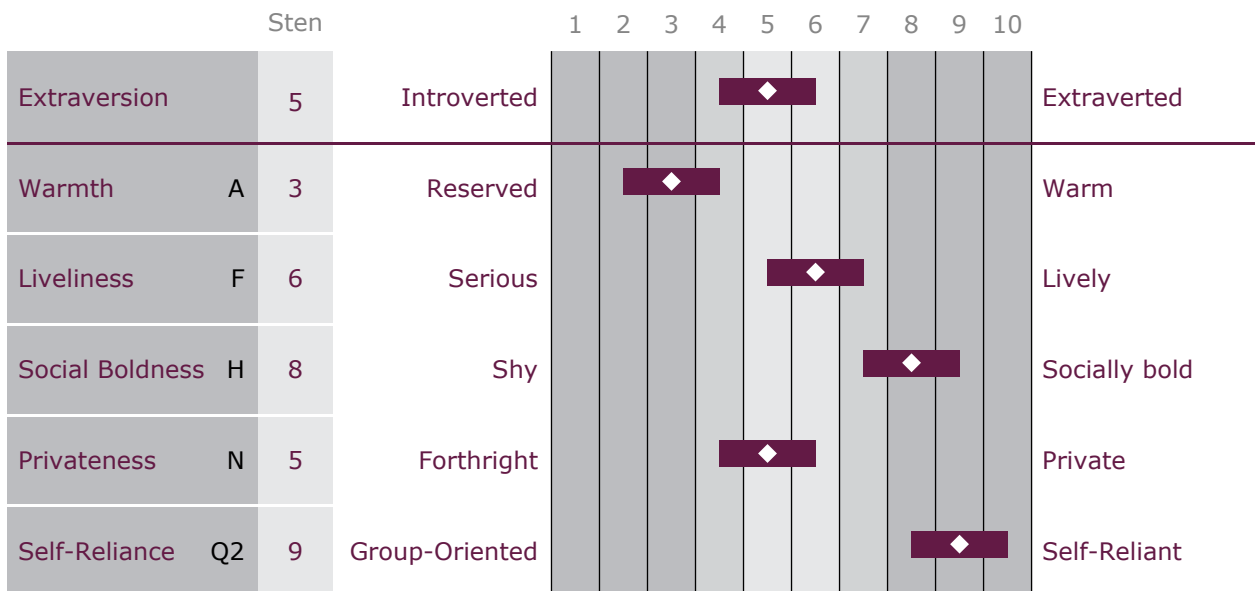
(-) Indicates a negative relationship between the Global and Primary Factor

## 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 Explorer’s style of Relating to Others can be described as follows:

She is likely to prefer a balance of time spent with others and time on her own. There may be some occasions where she will devote time and energy to initiating and maintaining social relationships, and others where she is less interested in doing so.

In more detail, Ms Explorer’s style is characterised by:

- A strong desire to remain emotionally detached from most others.
- A likelihood that she will think before speaking or taking action in some areas of life, but be more spontaneous in others.
- An ease and comfort in social settings and resilience to criticism.
- A likelihood of disclosing personal information only when it feels appropriate.
- A strong desire to spend time alone and to work independently, rather than in groups and teams.

## Relating to Others: In-depth interpretation

### Initiating and developing relationships

It is likely that Ms Explorer is very selective about those with whom she wishes to be close, restricting her warm relationships to a chosen few. She will generally be more focused on tasks than on people. Despite this, she is likely to have few difficulties in approaching and interacting with others. Although she may not necessarily want these associations to develop into close relationships, she is likely to devote time and energy to meeting with and talking to people. She probably enjoys this kind of interaction even in situations where she does not know anyone, and she is unlikely to be deflected by the possibility of rejection. She may be open and forthright about herself when she feels comfortable doing so. However, it is likely that she will be selective about the kind of information she chooses to reveal, restricting personal information to her closer friends, or to situations where she feels it is appropriate. Her tendency to be wary and untrusting of other people may also contribute to her preference to preserve a distance between herself and others, as she may feel that relationships can leave her vulnerable and exposed. Certainly this attitude is likely to adversely affect her interactions with others and may act as a barrier to other people getting close to her. When she does choose to confide in someone, it may reflect an attempt to facilitate informal social interactions rather than an effort to forge closer relationships.

### Liveliness and excitement-seeking

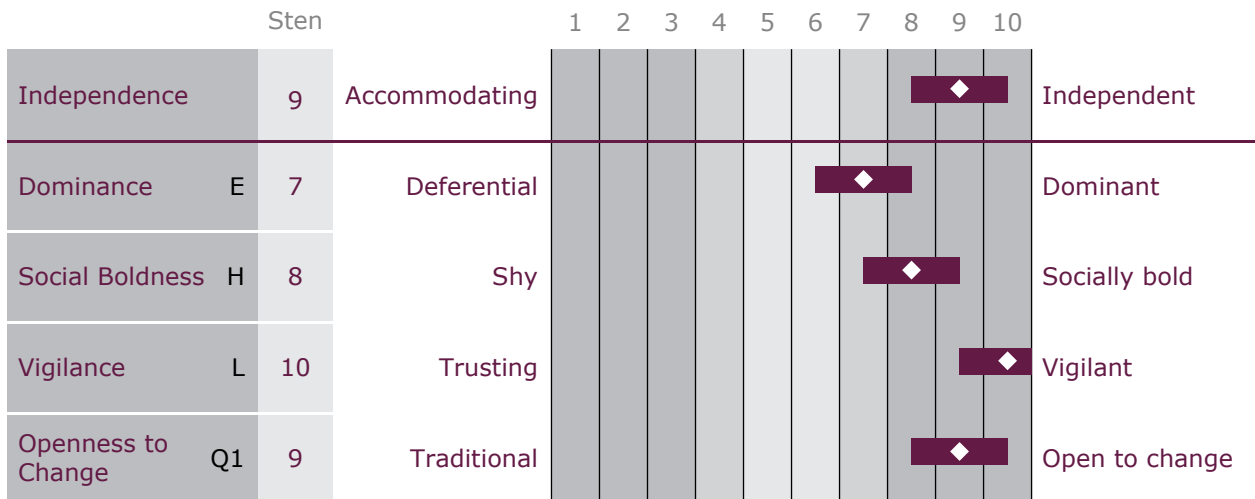
Ms Explorer sees herself as combining an enthusiastic approach to life with a preference for thinking before she speaks or acts. New people are likely to be a source of interest and excitement for her, and she may be perceived as lively and entertaining. However, she will not constantly be looking for this kind of stimulation, and is probably able to focus on particular people or situations without becoming bored. It is likely that when she does feel the need to be spontaneous and seek excitement, she will have the social confidence to express this desire. When she chooses to be more careful and less spontaneous, it is unlikely that this behaviour is driven by any fear of attracting attention or looking foolish; rather, it will be because she wants to conduct herself carefully, and to manage the impression that she is creating.

### Social situations and work settings

Ms Explorer is likely to feel comfortable in social settings of all kinds. She will be happy to speak in front of others, whether this is a small group or large audience, and will probably enjoy other people's attention. Since she is also likely to be resilient to rejection and humiliation, she is likely to treat people and situations she finds difficult as a challenge rather than an obstacle. She prefers to work autonomously and solve problems alone. She is likely to be self-sufficient and to value her independence in making decisions, without seeking or needing the support or opinions of others. This implies that she is unlikely to be at her best when working in a team, and that she will feel constricted by a work environment that requires close and frequent collaboration with others. This is in line with her wish to remain detached from others; if she does have to work in a team she will prefer to focus on the task and keep her relationships with her team members on a professional footing.

# 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 Explorer's Influence and Collaboration profile can be described as follows:

She prefers to influence her environment and assert her will, and may be quite forceful in doing so.

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

- A tendency to be assertive and wish to influence.
- Confidence in expressing opinions and in pursuing independent goals.
- A questioning attitude towards other people, and suspicion of their ideas and views.
- A likelihood that she will experiment with new and different ways of doing things.

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

### **Desire for influence**

Ms Explorer is likely to express her views, and will probably hold to them even if others disagree. She will generally be comfortable in positions of influence. Her ease around others and in groups is likely to contribute to her readiness to assert her views, as she is probably not worried about what others think of her, nor intimidated by adverse feedback and disagreement. She is unlikely to worry about how her views and communication style affect others, and will focus on convincing them that her opinion is correct. She will tend to defend her views even if doing so upsets others.

### **Independence of thought**

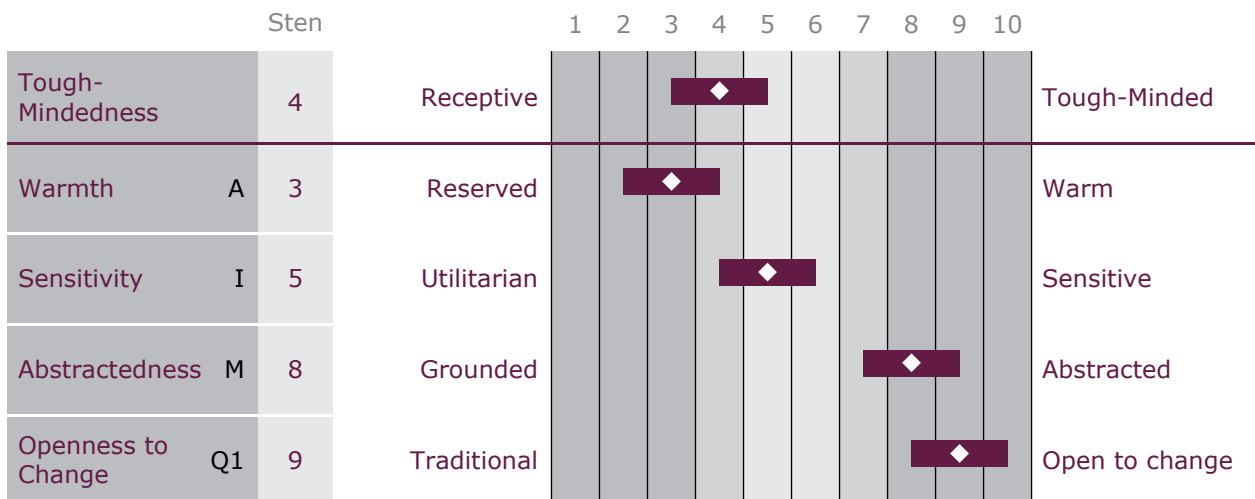
Ms Explorer is likely to be very suspicious of others, and this will probably extend to a mistrust of their views; her repeated efforts to check and maintain her influence may be stressful for everyone involved. In addition, she could be intolerant of those who oppose her, and suspicious of those who agree with her, questioning their motives. She may personalise discussion and dissent, so that her hostility is directed away from the issue and towards those who disagree with her. Ms Explorer is likely to be a highly independent thinker. She also wishes to assert herself and influence others, and is likely to be extremely vocal about her opposition to people and their views. However, there is a risk that she may come across to others as too suspicious and negative, tending to see the problems with an argument rather than the benefits.

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

Ms Explorer's enthusiasm for new ideas, experiences and ways of doing things will contribute to her tendency to think independently. She is likely to be intrepid, and actively involved in the pursuit of new experiences. In addition, she may share her opinions about new ideas and encourage others to try new experiences and new ways of doing things. Ms Explorer sees herself as someone who is likely to take an unconventional or expedient stance towards achieving her goals or getting what she wants. She will probably seek to change those rules which she views as being of low value. If she cannot implement a change to the rule, she may well ignore it altogether. She will probably also encourage others to adopt her unconventional approach.

## 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 Explorer's Thinking Style can be described as follows:

She is usually likely to be receptive to and interested in people, and in feelings, the imagination, and new experiences. Emotions and intuition will tend to be important to her and how she makes sense of the world. She may be interested in aesthetics, ideas and theories.

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

- A strong likelihood that she will consider tasks more than people when making decisions.
- A preference for using both objective logic and subjective impressions when making decisions.
- A strong likelihood that she will focus on theories and concepts.
- An enthusiasm for new ideas and approaches.

## Thinking Style: In-depth interpretation

### Taking in information

It is likely that Ms Explorer will focus on abstract ideas, theories and concepts rather than on the practical and concrete. 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 may sometimes find that she is so absorbed in abstract ideas that it is hard to switch to more practical concerns, and she could come across as absent-minded. However, she could also be flexible and creative in the way that she takes in information and comes to conclusions. She will, moreover, tend to direct her thinking inwards, without necessarily sharing her ideas with others. Other people's feelings and needs will not tend to penetrate her thoughts very often. She could give the impression that other people are not very important to her.

### Making decisions

When solving problems and making decisions, Ms Explorer is likely to incorporate a combination of subjective and objective information. It may be that particular situations will determine whether she relies more on her feelings or on objective logic, or it is possible that her customary style is to consider both. However, her strong tendency to distance herself emotionally from others implies that although she might be concerned about the impact of her decisions on others, this is generally unlikely to sway her judgment, and she is probably able to defend tough decisions, prioritising the task and dealing with emotional fall-out by emphasising the practical, logical benefits. She generally strives to be flexible in her decision-making; open to different ideas and ways of doing things. Her decisions may sometimes involve some degree of risk-taking.

### Creativity and change

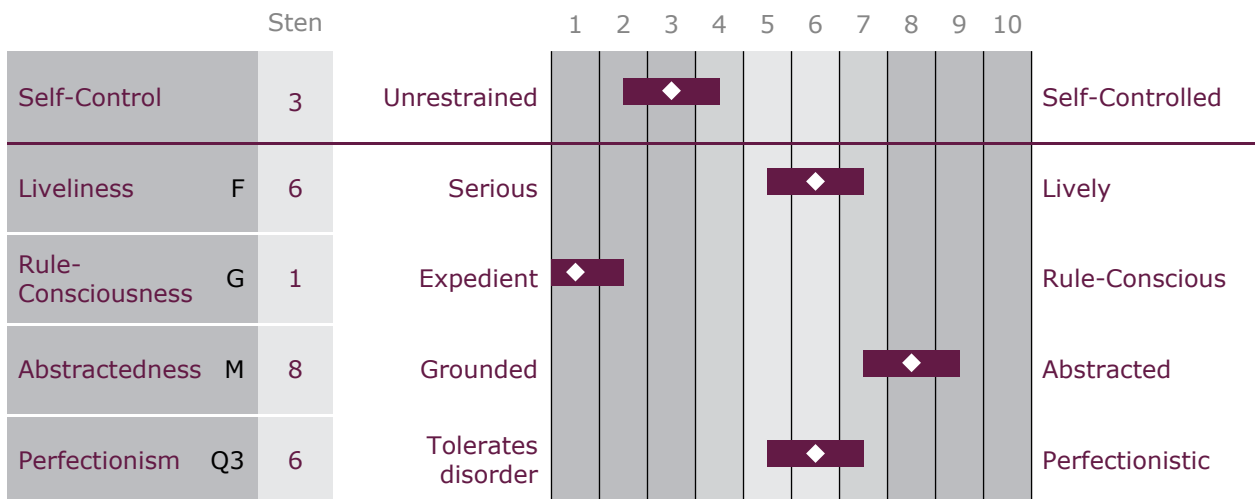
Ms Explorer is likely to experiment with new ideas and approaches in problem situations. She is probably open to new ways of doing things and she welcomes change, anticipating future problems and being proactive about solving them. She sees herself as having a questioning approach, naturally noticing how things could be improved; however, she could overlook the positive aspects of current methods, rejecting traditional approaches without proper consideration. She may be visionary in her conception of change, seeing fundamental shifts in how things should be done. She sees herself as an individual and will tend not to be too concerned about what others think is practical. She is unlikely to be troubled by a sense of rejection when it is clear that other people are not listening to her ideas, as she is likely to be wrapped up in her own thoughts. Ms Explorer is likely to be very interested in unusual or unconventional people, but this will generally manifest itself in attempts to understand their ideas and views rather than as a desire to form close relationships with them.

### Problem-solving

Ms Explorer's responses to the reasoning questions indicate that she is at ease with problems and situations that involve abstract reasoning and conceptual thinking. She can probably quickly see how ideas fit together, and is likely to be a fast learner. She sees herself as curious about events in the world around her. Since she is likely to be intellectually inquisitive, and to enjoy learning from lectures and books, she will tend to have a wide variety of interests, and will probably seek knowledge for its own sake.

## 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 Explorer's Structure and Flexibility style can be described as follows:

She tends towards a flexible and spontaneous approach.

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

- A balance between planning ahead at times and leaving things to chance on other occasions.
- A likelihood that she will not feel bound by externally imposed rules and regulations.
- A moderately lively approach, depending on the situation.
- A highly abstracted thinking style, focusing on ideas, imagination, theory and overviews.

## Structure and Flexibility: In-depth interpretation

### Planning and organising

Ms Explorer 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 Explorer describes a likelihood of not feeling bound by externally imposed rules and regulations. This is not to say that she will always disregard rules; she may be governed by a set of her own, unconventional standards of behaviour. In addition, her acceptance of change may lead to a creative approach. When she is faced with what she sees as unnecessary hurdles or restrictions, she usually does what she thinks needs to be done, rather than what convention might dictate, and may generate new, unconventional or innovative ways of achieving her objectives. She prefers to be flexible. She does not usually feel the need to follow rigid or long-established practices.

### Levels of dynamism, caution and flexibility

Ms Explorer'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 Explorer reports a highly abstracted thinking style. She is likely to be imaginative, interested in ideas and theoretically oriented, and she may often see an overview or interconnection of issues not readily apparent to others. Due to her highly abstracted style of thinking, she can become so focused on her ideas that some people may believe that she is not thinking as clearly as she could about other issues they consider to be important. Some people could also view her as being less practical or realistic than they are. However, they may come to appreciate the ideas, theoretical insights and creative potential that she can offer. Ms Explorer may need to take care that her contemplative contributions to a workplace are not overshadowed by her abstracted thinking. She may appear to others to be poorly organised, late for engagements, easily distracted or lacking in concentration, and she may have difficulty focusing on the matter in hand.



## Management of Pressure: In-depth interpretation

### General level of anxiety

Ms Explorer is likely to be resilient and feel able to cope with life's demands, seeing frustration and setbacks as a normal part of life. She is unlikely to respond with a display of negative emotion when things go wrong. She prefers to control the influence of emotions on her behaviour and focus on practical facets of life in her relationships. She is likely to be tense and driven, with plenty of energy. If this energy is channelled, it is likely to appear as a drive for results; if not, it is more likely to manifest itself as restless tension. She sees herself as proactive in addressing issues and concerns, and is likely to be impatient and irritable when other people act more slowly. She may be most comfortable in a fast-moving environment where immediate action is required and rewarded; however, she could be impulsive in her desire for action. It is likely to be relatively difficult for her to relax and unwind, and she may need to constantly keep busy to work off her extra, undirected energy.

### Sources of anxiety

Ms Explorer's tendency to believe that she is equal to most problems and difficulties indicate that there is probably little that causes her to feel anxious. It may be useful to explore with her whether there are any particular areas or situations that cause her to feel stressed. Ms Explorer will tend to assume that most people have hidden agendas, and will spend time and energy trying to work out their motives. Her tendency to read between the lines implies that she will be difficult to fool, but this could also lead her to doubt an individual's sincerity when there is little reason. As a result, she will be alert to potential unfairness and will expect to be misunderstood, and this wariness and distrust is likely to come across to others. However, this distrust of others is not likely to be too detrimental to her ability to cope with life's demands.

### Self-criticism and self-assurance

Ms Explorer appears to be generally assured and confident in her abilities, and it is likely that few situations make her feel worried or apprehensive. Her levels of confidence may reduce the likelihood of her accepting negative feedback, and therefore her ability to learn from her mistakes. It is likely that when she criticises herself and feels at fault she will still manage to cope with the situation, and that she will be proactive in solving the problem or developing strategies to prevent similar problems happening in the future.

### Expression of stress

When Ms Explorer is under pressure, she is likely to approach tasks with energy, and to overcome problems and difficulties, whilst remaining calm and focused. Although she might feel quite critical about what is happening to her, she is likely to take this in her stride and deal with it by attempting to solve the problem. However, she may at times display her concerns in an irritable or impatient manner.

### Coping strategies

Although Ms Explorer indicates that she currently feels in control of life's demands, it may be helpful to discuss with her whether there are occasions when this is not the case and how she copes when this happens. Her preference for solving problems on her own rather than seeking the counsel of others means that she probably feels capable of solving problems independently.

## Strengths

The following suggestions are based on Ms Explorer'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 Explorer's desire to remain detached and objective, even in emotional situations, is likely to help her pursue ideas that may be unpopular; she may be perceived as independent, perhaps even as single-minded.
- 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 high levels of social confidence imply that she will feel challenged rather than intimidated by people and situations she finds difficult.
- Since she is likely to be selective about when and to whom she reveals personal information, she is unlikely to compromise herself by revealing such information inappropriately, and may even be quite shrewd in the way that she manages her public image. However, she is not so reticent that she is unable to share issues and problems when she needs to.
- She is likely to be self-sufficient and independent, comfortable working and making decisions on her own.
- Her social confidence, along with her wish to remain detached, means that she may be ideally suited to roles where she has to make tough decisions and work in challenging environments; she is likely to be impervious to other people's opinions of her.
- Her confidence and her preference for working independently may make her suited to management roles. Her tendency to remain emotionally detached implies that she does not need to be liked, and that she could work well in a situation where she has to implement tough decisions.

### Influence and Collaboration

- Ms Explorer'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.
- Her social confidence and her comfort in all kinds of situations imply that she will not experience difficulty speaking in public, even in situations she finds challenging.
- It will probably be difficult to influence and mislead her, as she will look beneath the surface meaning of what people are saying. If this tendency is used carefully and strategically she is likely to be shrewd and astute in her evaluation of people's views.
- She is likely to regard the future with optimism, to be adventurous in seeking new experiences, and to be unafraid of making changes in her life.
- She is likely to appear to be gregarious and confident, and able to express her views without needing to convince other people to adopt her views.
- She is likely to be seen as proactive and positive in the face of change, actively involving herself in new initiatives.

### Thinking Style

- Ms Explorer's tendency to focus on the task rather than on people implies that she may be able to take tough decisions without fear of being unpopular.

- 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 focus on abstract ideas and theories implies that she may be a conceptual thinker, and she could be a creative problem-solver.
- Her tendency to embrace change implies that she is well disposed to continual improvement.
- In addition, she is likely to welcome the future rather than fear it, and may be proactive about solving problems.
- Her tendency towards abstract thought and her positive attitude towards change imply that she will be able to think beyond the obvious to see its far-ranging benefits.

## Structure and Flexibility

- Ms Explorer is likely to take an expedient or unconventional approach in the way she achieves her objectives. This could be a particular strength in situations where the standard or accepted approach is likely to fail.
- She is likely to thrive in a role that contains a degree of ambiguity, and where there is a lack of clarity with regard to role boundaries.
- 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.

## Management of Pressure

- Ms Explorer is likely to take most problems and challenges in her stride, dealing with difficult situations with a positive and resilient approach; she is likely to keep setbacks in perspective. She is unlikely to lose a sense of proportion about the problems she faces, and will probably take proactive steps when addressing her difficulties.
- 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 reports a stronger sense of time urgency than most people. She is likely to behave in a driven, energetic and impatient manner. Others may interpret such behaviour as evidence of a proactive, hard-working, committed and motivated attitude.
- Her tendency to keep people at arm's length until she has got to know them better is likely to serve her well in political environments where people are not being open with her about their true agendas. It is unlikely that she will allow others to take advantage of her. Her tendency to question the motives behind what others say and do may make it more likely that she will be able to read between the lines of others' actions, and to identify hidden agendas.
- Given her self-assured and confident manner, Ms Explorer is likely to take on challenges, and to feel more comfortable than most with a certain amount of risk or danger. One advantage of this is that she is likely to volunteer for tough or challenging opportunities, rather than hold herself back.

## Development tips

The following suggestions are based on Ms Explorer'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 Explorer's wish to remain emotionally detached means that she could find it hard to build relationships when she needs to. She could choose to manage this by selecting roles and settings where relationship-building is not required, or she may need to develop an awareness of the need to sometimes consider others.
- It is possible that Ms Explorer is so confident in social situations that she sometimes overlooks the impression she is making on others, and she may risk being seen as insensitive or intrusive. It may be helpful for her to develop an awareness of how she comes across to other people. In situations where she receives negative feedback or fails to get what she needs from people, it may help her to analyse her behaviour in order to understand how she might have acted differently.
- Ms Explorer's strong desire to work independently is likely to make it difficult for her to operate within a group or team. Her style may make other people feel that they have not been consulted, and she may miss out on valuable insights. It may help for her to consciously seek feedback, perhaps from people she particularly respects or values, or to realise the benefits of consulting on a wider basis, not just to gain alternative perspectives but also to help gain support for her ideas.

### Influence and Collaboration

- She may sometimes be insensitive to others, not noticing how she is coming across. She may benefit from seeking formal feedback to help her understand the impression she makes. This may help her improve her interpersonal effectiveness.
- Her tendency to assume that everyone has a hidden agenda could make her defensive and suspicious. She may automatically assume that people are always trying to get the better of her. This could lead her to reject opinions and views irrespective of their merit. She may find it helpful to separate what people are saying from her opinion of them, and to try to see the merits, as well as problems, in people's views.
- She may be so focused on new ideas and improvements that she could reject what is good in current ways of doing things. A fast-moving environment with plenty of opportunities to enact new ideas or methods is likely to suit her better than a slow-moving environment, where she may feel restricted. She may also find it helpful to consider more thoroughly the costs and benefits of changing from the current way of doing things before she rejects existing methods.
- She may be so interested in new experiences, challenges, and adventures that she finds it hard to settle to anything that seems like routine. It is likely to be important that she finds sources of excitement, either in her job or in outside pursuits.

### Thinking Style

- By focusing so clearly on tasks rather than people, Ms Explorer could ignore how decisions impact on others and risk losing their cooperation and understanding. She may find it helpful to consider ways of communicating decisions or managing their impact so that she does not alienate others.

- Her focus on the abstract could imply that she finds it hard to shift her attention to more immediate or practical matters, and that she is likely to struggle with any task that requires close attention to detail or monitoring of systems. In addition, she could be inclined to daydream unless her thinking is channelled. She is likely to be best suited to situations that value and reward her conceptual focus.
- Her tendency to embrace change may imply that she seeks change for its own sake. She may find it helpful to consider what might be valuable and worth retaining in more traditional ideas and methods.
- Her favourable disposition towards change and her emotional detachment could imply that she will not always consider the impact of change on others; this may make it hard for her to gain the support that she needs. She may find it helpful to seek input from people before implementing change, as this may help her predict and manage people's reactions in advance, and improve the likelihood of her plans' success.
- Her abstract thinking style and her change orientation imply that, while she sees change in terms of its wider implications and benefits, she may ignore the practical aspects of translating it into reality. If she finds it hard to consider the more detailed and concrete elements, she could benefit from having people around her who can attend to these aspects, and who can raise her awareness of these issues when necessary.

## Structure and Flexibility

- There could be occasions when Ms Explorer may benefit from consulting with others about the accepted ways of operating, or the established standards or expectations, before acting.
- 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.

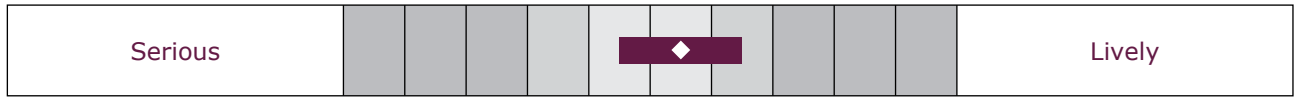
## Management of Pressure

- Ms Explorer probably feels more able to cope with life's demands than most, so it may help her to understand that during challenging times, those around her may be experiencing more difficulties in coping than she is herself. Where this is the case, it may be helpful for her to remain conscious of the need to demonstrate concern and support for others, even when she herself does not feel that she needs a similar level of support. If she does not, others may feel that she is not sensitive or sympathetic to the difficulties they are experiencing, or that she is not taking the situation seriously enough.
- Compared to most people, Ms Explorer 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.
- When she is feeling impatient and frustrated, it may be helpful for her to consider how her restlessness and irritability are perceived by the people around her.
- She is more likely than most people to assume that others have hidden agendas, and that they should not be trusted readily. She may find it helpful to understand how her tendency to distrust people could act as a barrier, preventing others from getting to know her. Other people may see her as relatively unapproachable, and as someone who tends to keep people at arm's length. She may also find it hard to get from people what she needs if she does not trust people enough to form working relationships. In addition, she could run the risk of creating a situation where people conform to her worst expectations. She may find it beneficial to lower her guard and perhaps take a more evidence-based approach to deciding whether people are trustworthy.

- When she is feeling worried or under pressure, she is less likely than most people to feel that she has support available to her from a wide network of friends and colleagues. She spends less time and effort building and maintaining close friendships than most other people. As a result, she is less likely to have a well-developed social support network. It may be helpful for her to engage in building closer relationships with others, so that during difficult times she can seek support from friends and colleagues. She may find that more support is available from these people than she realises.
- Ms Explorer may benefit from making efforts to channel her restless energy more constructively during challenging times, prioritising tasks and managing her time to minimise her levels of tension and irritation.
- Thick-skinned and confident, it may be helpful for Ms Explorer to be aware that not everybody is as confident as she is, nor as willing to take on risky or even dangerous challenges. While she may thrive on high-adrenalin activities, not everyone may get the same thrill from such situations, and in fact could find such circumstances quite stressful.



### 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

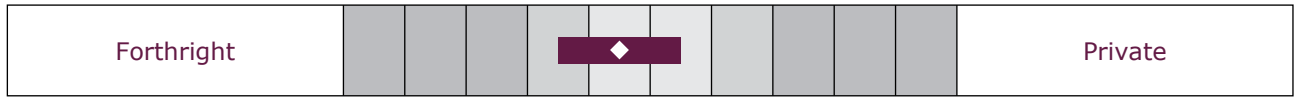
### Social Boldness



- Are there some social situations in which you feel ill at ease?
- How do you feel if you need to be the centre of attention, for example when giving a presentation?
- Do you think your confidence in yourself can lead to you missing social or critical cues from others?

Notes

### Privateness



- Have you ever regretted disclosing personal information?
- When would you choose to either share a problem with others or keep it to yourself?
- In what situations do you feel comfortable disclosing personal information?

Notes

### Self-Reliance

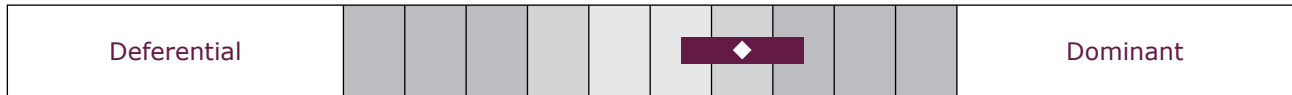


- Does your current role allow opportunities for working alone?
- How well do you react when you have to work with others?
- What do you find hardest about working with others?

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



- To what extent does your work allow you to pursue your goals and take risks?
- How do you feel when presenting your ideas to a group?
- When people criticise your ideas, how do you evaluate the value of their suggestions?

Notes

### Vigilance



- To what extent is it necessary to read between the lines in your current role?
- How does this help you influence and negotiate?
- How do you manage situations where you need to trust people to achieve your objectives?

Notes

### Openness to Change



- How much opportunity do you have in your current role to initiate or experience change?
- Have you ever changed something for the sake of it, and then regretted it?
- How do others react to your interest in improvement and change?
- Do you try to persuade others of the merits of change?

Notes

## Thinking Style

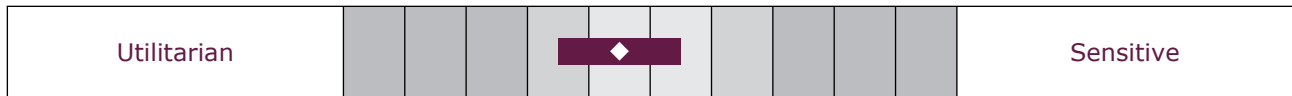
### Warmth



- Has your detached approach ever caused difficulties for you?
- Are there any decision-making situations where you are more likely to consider the feelings of others?
- What are the advantages and disadvantages of a detached approach?

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



- What function does your imagination play in your life?
- What do you do to focus on the practicalities of ideas you have?
- When do you feel the need to focus upon details and practicalities?
- Have there been times when you have overlooked practicalities when pursuing an idea?

Notes

### Openness to Change

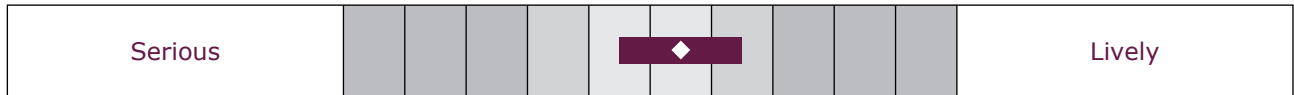


- How do you cope with structure and routine?
- How much opportunity do you have in your current role to initiate or experience change?
- Have you ever changed something for the sake of it and then regretted it? To what extent can your interest in change be seen in the way you have lived your life?

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?
- What set rules do you have to follow at work?
- Are there disadvantages in viewing rules as flexible?
- How do you feel when you have to follow rules, regulations and standard procedures?

Notes

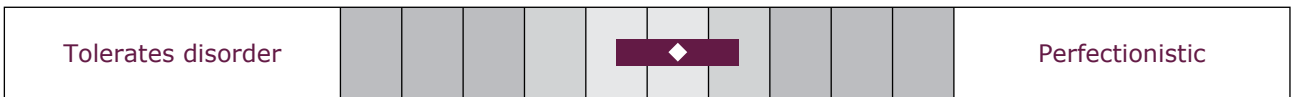
**Abstractedness**



- Do you have strategies that allow you to remain focused?
- Do you find that you have sometimes overlooked the practical needs of pieces of work or of projects?

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



- When is your calmness an advantage to you or others?
- When is it a disadvantage?
- What would make you feel out of control, or dissatisfied with life?

Notes

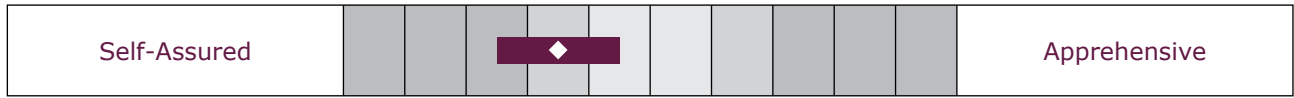
### Vigilance



- To what extent is it necessary to look for hidden or political agendas in your current role?
- How does this help you influence and negotiate?
- How do you manage situations where you need to trust people to achieve your objectives?
- Does the tendency to be on your guard cause you worry?

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



- What situations cause you to feel most tense?
- Is your energy currently channelled towards particular goals?
- Do you generally find it hard to relax?
- Is there anything that is causing you to feel particularly stressed at the moment?
- How do you unwind and relax?
- How easily do you lose your patience? What situations make this happen?

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

### Summary statistics:

Number of a-responses	= 75 out of 170 (44%)
Number of b-responses	= 21 out of 170 (12%)
Number of c-responses	= 74 out of 170 (44%)
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	7	13	20	17	13	1	20	11	20	15	12	8	25	20	13	17	12	5	57
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 norms.



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# Candidate Feedback

**Ella Explorer**

7 October 2008

**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 prefers to maintain a professional rather than personal relationship with others. You are likely to be selective, only developing closer relationships with those you find most interesting. 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 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 are probably open with information about yourself in some situations, sharing deeper aspects of your thoughts and feelings. At other times you will feel more comfortable withholding this information and relating on a more superficial level. 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 seek opportunities to influence the world around you and will be resolute in your views and ideas. You will enjoy situations where you feel you have control over events or people. You may be willing to defer when you do not have a strong opinion, or when you respect someone in a leadership role. 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 question the motives of others and will seek to uncover their real intentions, which implies that it will be difficult for them to take advantage of you. As you will seek to understand people's ulterior motives, it will take a long time to win your trust or to influence you. You will probably be seen as sceptical, and your low level of trust is likely to be reciprocated by others. 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 see yourself as someone who is detached; for you, reaching the right answer may be prioritised over attending to the feelings of others. You will tend to pursue your ideas even in the face of disapproval or rejection, as you may be more concerned with being right than being popular. 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 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 be at ease with problems that involve abstract reasoning and conceptual thinking.

## 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 are unlikely to feel bound by external rules and guidelines. You probably take an expedient approach, circumventing or breaking rules that you see as irrelevant or unnecessary. As a result, you will perform well in situations where achieving the goal justifies the means. However, there is a risk that others could see you as rebellious or disruptive. It is possible that you reject rules in general, or that you govern your behaviour with unconventional rules or morals. 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 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 see yourself as able to cope with the obstacles that you encounter in life. You are unlikely to respond emotionally to the ups and downs in your life, and will be seen as mature and calm. However, you may not be willing to admit to yourself that you are affected emotionally by events, and others may see this calm approach as a lack of engagement. You question the motives of others, and will spend a great deal of time and energy considering the causes of their actions. As a result you will be alert to potential unfairness or attempts to take advantage of you, but you will possibly be seen as distrustful or wary by others. You may generally appear self-assured and unworried. You are relatively confident in your abilities and performance, feeling apprehensive in very few situations. You may not fully attend to negative feedback, which could reduce your opportunities for learning. 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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# Manager Feedback

**Ella Explorer**

7 October 2008

**CONFIDENTIAL**

## Introduction

This report summarises Ms Explorer'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 Explorer'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 Explorer'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 Explorer prefers to maintain a professional rather than personal relationship with others. She is likely to be selective, only developing closer relationships with those she finds most interesting. 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 Explorer will probably find most social situations comfortable and people are likely to see her as confident and composed. She will probably seek out stimulation from challenging situations. She is unlikely to be concerned by others' reactions to her, which could mean that criticisms or challenges will not be taken to heart. She is open with information about herself in some situations, sharing deeper aspects of her thoughts and feelings. At other times she will feel more comfortable withholding this information and relating on a more superficial level. She values the freedom to think and act independently. She will seek to take decisions on her own, and enjoys having the responsibility for herself. This will be a distinct advantage in situations where she has to work alone, or where swift, decisive action is required. However, she may be reluctant to jeopardise her independence by seeking advice or support.

### Influence and Collaboration

Ms Explorer seeks opportunities to influence the world around her and will be resolute in her views and ideas. She will enjoy situations where she feels she has control over events or people. She may be willing to defer when she does not have a strong opinion, or when she respects someone in a leadership role. She is likely to appear very confident in her own opinions and judgments. There are very few situations where she would feel ill at ease; therefore she will typically feel comfortable expressing her views and opinions regardless of the situation or audience, and without worrying too much about the impression she is creating. Ms Explorer is likely to question the motives of others and will seek to uncover their real intentions, which implies that it will be difficult for them to take advantage of her. As she will seek to understand people's ulterior motives, it will take a long time to win her trust or to influence her. She will probably be seen as sceptical, and her low level of trust is likely to be reciprocated by others. She prefers ideas that challenge the status quo and offer opportunities for improvement. She may get frustrated in slow-moving environments and could potentially overlook what is currently good in traditional, established methods.

### Thinking Style

Ms Explorer's thinking style may sometimes appear uncompromising and detached. She is likely to prioritise reaching the right answer over attending to the feelings of others. She will tend to pursue her ideas even in the face of disapproval or rejection, as she is likely to be more concerned with being right than being popular. 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 Explorer is likely to be interested in, and excited by, abstract theories and possibilities. She will probably take a broad, future-focused and conceptual view of problems, which means that finding links between facts or concepts will come easily to her. However, she may overlook the more immediate aspects of situations.

She prefers to look at the world in a new or different way. She is constantly looking to improve upon current ways of thinking or working. She will probably find it difficult to work in environments where there is little opportunity to improve upon what is done. Her responses to the reasoning questions indicate that she are likely to be at ease with problems that involve abstract reasoning and conceptual thinking.

## Structure and Flexibility

In some situations Ms Explorer 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 probably not feel bound by external rules and guidelines. She is likely to take an expedient approach, circumventing or breaking rules that she sees as irrelevant or unnecessary. As a result she will perform well in situations where achieving the goal justifies the means. However, others may see her as rebellious or disruptive. It is possible that she rejects rules in general, or governs her behaviour with unconventional rules or morals. Ms Explorer enjoys considering the broader view. Her 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 she may become distracted, or lost in her own thoughts. Ms Explorer 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 Explorer sees herself as able to cope with the obstacles that she encounters in life. She is unlikely to respond with a negative display of emotion to the ups and downs in her life, and will be seen as mature and calm. However, she is probably unwilling to admit to herself that she is affected emotionally by events, and others may see this calm approach as a lack of engagement. She questions the motives of others, and will spend a great deal of time and energy considering the causes of their actions. As a result she will be alert to potential unfairness or attempts to take advantage of her, but she will possibly be seen as distrustful or wary by others. Ms Explorer may generally appear self-assured and unworried. She is relatively confident in her abilities and performance, feeling apprehensive in very few situations. She may not fully attend to negative feedback, which could reduce her opportunities for learning. She is likely to be tense and driven, with a great deal of energy. She has a low tolerance for frustration, and this will lead her to take action to address the source of her concerns. She will perform most effectively in an environment where immediate activity is rewarded, although she could be impatient in her need for action.



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