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# 16PF Competency Report

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## Introduction

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

### Overall summary

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

### Competency results

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

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

### Interview questions

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

## Use of the report

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

It is important to consider that:

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

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

## Overall summary

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

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

## Competency results

### Intellectual

## Analytical Problem-Solving

1	2	3	4	5

Result: Good fit

### Description

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

### Indicators from the 16pf Questionnaire for Ms Explorer

- Ms Explorer is likely to balance a logical, objective approach to data with a subjective evaluation of other factors, such as the feelings of others.
- + She may be inclined to analyse data and solve problems in a cautious, considered way.
- + When solving problems, she is likely to consider the broader context of the issue, likely implications and related issues.

### Development tips

Ms Explorer's balanced approach to problem-solving may be less well suited to problems that require a particularly logical and analytical mindset. When addressing this type of problem Ms Explorer should try to give more weight to what her head is telling her than to what her heart is telling her, so that she can maintain an objective and dispassionate stance. Within a business context, she may find it easier to justify and explain her more objective decisions than she does her more subjective decisions.

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

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

## Competency results

### Intellectual

#### Innovation

1	2	3	4	5
3	3	3	4	4

Result: Acceptable fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- Ms Explorer tends to prefer stability and established ways of working. She is less likely to question how things are done.
- + She is typically oriented towards using her imagination, attending to and developing theories and ideas.
- Her style is likely to appear cautious and thoughtful. She prefers to think ideas through thoroughly and methodically before sharing them with others, and avoids taking risks.
- o Her attitude to rules will allow her to accept standard procedures and practices and abide by them where necessary, but not adhere to them so rigidly that she will dismiss necessary changes.
- + Being flexible and tolerating disorder, Ms Explorer prefers to operate without plans or detailed preparation. She is comfortable changing direction, and will avoid worrying about the details of future plans.

#### Development tips

As she is more comfortable with well-established ways of doing things, Ms Explorer is more likely to make small adjustments to current processes rather than embracing a truly novel approach. When other people share their ideas she may appear resistant – particularly where the current system appears to be doing what is required of it. She might consider spending more time with those she considers radical thinkers, encouraging them to share their ideas in full before anyone (including her) evaluates them.

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

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

Ms Explorer will need to be aware that many people do not share her tolerance for disorder. While she may believe it encourages creativity, she will probably need to take a more planned approach if she wants to see ideas transformed into reality.

## Competency results

### Intellectual

#### Strategic Vision

1	2	3	4	5
Orange	Orange	Orange	White	White

Result: Acceptable fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- + Ms Explorer is inclined to think about strategic concerns. She is comfortable making connections and visualising possibilities, which should allow her to think at a broad level.
- Her preference is to maintain the status quo and rely on tried and tested methods. She is likely to feel uncomfortable in an unfamiliar and constantly changing environment.

#### Development tips

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

Her preference for stability suggests Ms Explorer will be dependent on what has worked in the past when creating or contributing to strategy. Once the plan is in place, she is unlikely to welcome significant changes. She could develop her skills in this area by discussing and thinking about how the needs of the organisation will change over the coming years. Taking a longer term view will allow her to generate ideas for gradual change to prepare the organisation, thus reducing the need for sudden changes of plan.

## Competency results

### Intellectual

#### Commercial Awareness

1	2	3	4	5
3	3	3	4	4

Result: Acceptable fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- Ms Explorer seems likely to show a preparedness to compete with others to gain commercial advantage, but will also show willingness to concede in some situations to avoid unnecessary conflict.

#### Development tips

When it comes to achieving commercial objectives, it may be beneficial for Ms Explorer to exert more influence and provide more direction to others. She may find it useful to consider what holds her back from being more direct in the way she attempts to influence others on commercial matters. Considering the commercial benefits in these situations may encourage Ms Explorer to be more assertive and direct.

## Competency results

### Intellectual

#### Clear Written Communication

1	2	3	4	5

Result: Marginal fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- She is likely to use both imaginative, subjective information and factual data in her communication.
- Her style of communication is likely to balance the expression of her individuality with her adherence to the standard ways of creating written documents.
- A casual, spontaneous approach is likely to appeal to Ms Explorer rather than planning her written communication in detail.

#### Development tips

To ensure that she is understood by a diverse audience, Ms Explorer should ensure that she takes a logical and well structured approach to her working. From time to time, Ms Explorer may wish to enlist the assistance of a colleague, who she feels demonstrates a strong ability to communicate in writing in a highly logical and structured way, so that this colleague can review her work and provide constructive feedback.

Ms Explorer's written communication will probably reflect her preference for a less structured approach. As a result, readers may have difficulty following her argument. Her writing will probably benefit from a more planned approach. Rather than rushing into it, she could start by noting down her objectives and her most important points, then planning the order in which to communicate each, and considering the style her audience would most appreciate. This should help her create a concise piece of writing that achieves its purpose.

## Competency results

### Intellectual

#### Technological Orientation

1	2	3	4	5
2	2	3	4	5

Result: Marginal fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- She prefers tried-and-tested approaches, and is cautious about new ideas.

#### Development tips

While Ms Explorer is probably comfortable with everyday uses for familiar technology, she is unlikely to embrace or promote new technology or applications. She might benefit from taking the initiative to find out about the benefits of these innovations to develop her own openness towards new applications of technology.

## Competency results

### Drive and Resilience

#### Drive for Excellent Results

1	2	3	4	5
3	3	3	4	4

Result: Acceptable fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- Ms Explorer may not consider it important to complete tasks in a well-structured and organised manner and is likely to place a lower value on quality than others.
- + Her cautious nature is likely to mean she approaches tasks patiently and seriously, preferring not to rush into a decision.
- o Her sense of responsibility is likely to lead Ms Explorer to check the quality of work where appropriate.

#### Development tips

In order to get the best out of herself and others, Ms Explorer will probably need to take a more organised approach. She would benefit from setting clear objectives with deadlines – for herself and for others if appropriate – and establishing clear standards for the quality of work that will be accepted.

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

## Competency results

### Drive and Resilience

#### Customer Focus

1	2	3	4	5

Result: Acceptable fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- Ms Explorer will probably want to have a moderate amount of contact with her customers, and will show a general desire to support them.
- Customers may find her approach disorganised as she tends to be flexible rather than concerned about plans, details or following up on agreed activities.
- + Her trust in others should lead customers to find her straightforward in her dealings with them.

#### Development tips

Ms Explorer may want to consider how much time and effort she invests in developing close, strong relationships with internal and external stakeholders. Investing more time and effort into further improving stakeholder relationships may assist in the achievement of her business objectives. Benefits of improved relationships could include greater customer retention and loyalty, improved information flow, networking opportunities, sharing of expertise, greater cooperation, additional delegation opportunities and tapping into new resources. As a starting point, Ms Explorer could begin by focusing on one stakeholder relationship where she feels that there is scope for further improvement, to see what benefits the enhanced relationship brings.

Ms Explorer has described herself as disorganised, unlikely to prepare in advance and likely to base the amount of care she gives on her own assessment of the situation. If they were aware of it, many customers would view this approach negatively. It is also unlikely to contribute positively to a truly customer-focused culture in her team or organisation. Ms Explorer might benefit from spending time talking to current and past customers, discussing their experience of the organisation and considering the differences between successful and unsuccessful transactions.

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

## Competency results

### Drive and Resilience

#### Continuous Learning

1	2	3	4	5
2	2	3	4	5

Result: Marginal fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- She enjoys being in familiar situations where she knows what is expected of her. She may not push herself into novel situations that will stretch or develop her.
- She is likely to take opportunities for development as they arise rather than planning her learning activities.
- Being generally confident in her ability, Ms Explorer is likely to be realistic about feedback and prepared to learn and develop in certain areas.
- With a typical level of social confidence, she is likely to cope as well as most people with constructive feedback or perceived criticism from others.

#### Development tips

Ms Explorer may be slower than some people to take on significant challenges when it comes to learning and professional development. She would be advised to question the reasons for any resistance, perhaps asking herself what she will miss out on if she does not take the opportunities on offer.

People like Ms Explorer, who prefer a less planned approach to life, are unlikely to take a structured approach to their own learning and development. By instead taking a more flexible and emergent approach to learning, she is likely to achieve more with the time and resources she has available. This applies as much to identifying training needs and opportunities as it does to the act of learning itself.

Ms Explorer is reasonably open to feedback from others, although she could at times be more proactive in directly approaching others for feedback. By initiating this process of seeking out the views, guidance and experience of others, she may be able to gain a more comprehensive picture of her strengths and development needs. To achieve this, Ms Explorer should seek feedback from people who work with her in a range of situations.

## Competency results

### Drive and Resilience

#### Coping with Pressure

1	2	3	4	5
3	3	3	4	4

Result: Acceptable fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- She has as much control over her emotions as most people, and should feel able to cope with common setbacks and problems.
- She is likely to be as confident in her own abilities as most people and therefore she is likely to accept personal responsibility for her actions.
- As socially confident as most people, Ms Explorer is probably inclined to face up to difficult interpersonal situations.

#### Development tips

When facing unusually difficult situations, Ms Explorer may become disheartened, begin to get things slightly out of perspective and doubt her abilities. In these situations it may be beneficial for her to consider the coping strategies available to her. This could include breaking large challenges down into smaller, more manageable parts, delegating effectively and talking about her concerns to one or several trusted colleagues.

## Competency results

### Drive and Resilience

#### Initiative

1	2	3	4	5
3	3	3	4	4

Result: Acceptable fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- Ms Explorer is likely to display as much activity and energy at work as most people.
- As self-assured as most people, she should usually feel secure about using her initiative.
- She is generally consistent, but will occasionally allow her mood to affect her productivity and achievements.
- She is as comfortable as most people when it comes to taking risks in social situations
- Generally, her preference is to stick to what she knows, and it is likely that she will contribute best in familiar roles and activities.
- She is likely to be as willing as most to take the initiative and express her views about how goals should be achieved.

#### Development tips

There may be times when Ms Explorer talks herself out of putting herself forward and taking the initiative due to concerns about performing poorly in the new area. It may be valuable for Ms Explorer to remember that most learning comes from experiences that are outside of one's comfort zone and that inevitably involve a degree of risk and a step into the unknown. Sometimes not taking the initiative can in fact bring greater risk than taking the initiative and seizing opportunities.

Ms Explorer's profile suggests she is unlikely to question the way things are currently done or look for new ways of operating. She could try talking to people above or below her in the organisation to identify opportunities to make a difference.

## Competency results

### Drive and Resilience

#### Flexibility

1	2	3	4	5

Result: Acceptable fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- As a fairly traditional individual who values stability, Ms Explorer may find responding to changes quite challenging.
- Ms Explorer generally feels able to cope with unexpected demands in a calm way.
- Generally respecting rules and procedures, she will adhere to convention unless new guidelines suggest it is necessary to make changes.
- + She is unlikely to plan a long way in advance and thus change is unlikely to disrupt her plans.
- She tends to be cautious and will reflect before reacting.

#### Development tips

Ms Explorer prefers work that is predictable and familiar, rather than an environment that requires her to adapt on a regular basis. In a job where she is expected to adjust to changing processes or priorities, she may need to be faster and more positive when responding to requests for. It may help if she can explain to others – preferably in advance – that she likes to understand more about the need for change and prefers to have some warning where possible.

Ms Explorer is not naturally inclined to plan. While this helps her remain flexible, it may create its own challenges during times of change as she may lose track of work, timeframes or objectives. If she has taken the effort to plan, she will probably find revising it frustrating and may be tempted to abandon a plan altogether if the circumstances change significantly.

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

## Competency results

### Drive and Resilience

#### Decision-Making

1	2	3	4	5
2	2	3	4	4

Result: Marginal fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- Ms Explorer tends to incorporate both subjective and objective data in order to make a decision.
- She is probably as confident as most people in sharing her opinions with others.
- Preferring to strike a balance between leading and being led, Ms Explorer should be comfortable taking on decision-making responsibility when appropriate.
- Her focus will be on insights and possibilities when making decisions.
- Making decisions either alone or with the support of others will be comfortable for her.

#### Development tips

Ms Explorer could improve her decision-making by ensuring that she remains detached and objective in her approach. When working on problems that require a quick, objective decision Ms Explorer may find that allowing her subjective impressions to enter the process will slow down her decision-making. She could experiment with taking more rapid, objective decisions relating to issues that are relatively low in importance to see if this produces better or worse outcomes. If this approach yields positive outcomes, she could then extend this logical, objective decision-making style to issues of higher importance.

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

## Competency results

### Drive and Resilience

#### Planning and Organising

1	2	3	4	5
2	2	3	3	3

Result: Marginal fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- Ms Explorer is less concerned than the typical person about planning, and may not be effective at prioritising.
- She will be as conscientious as most people about incorporating standard procedures into her plans.

#### Development tips

Ms Explorer does not describe herself as an organised person. She might benefit from formal training in planning to make the most efficient and effective use of time and resources. She could also review her approach to a recent piece of work, focusing on her management of costs, time, people and resources. This could also include an assessment of how well she anticipated and managed any risks or potential issues.

## Competency results

### Drive and Resilience

#### Reliability

1	2	3	4	5
Orange	Orange	White	White	White

Result: Marginal fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- Ms Explorer will generally be consistent in her behaviour and follow the rules when necessary.
- She is less self-disciplined than most, perhaps leading her to appear casual about some details and responsibilities.
- Prepared to follow other people's lead when necessary, she will also be capable of being autonomous when it comes to meeting commitments.

#### Development tips

Ms Explorer will sometimes adapt rules or procedures in order to meet the end goal, which could actually lead to her being seen as less reliable. She should ensure that she gains clarity at the beginning of a project regarding what the scope is for adapting processes in order to meet the end goal. Ms Explorer should keep stakeholders informed through explicit communication to ensure that she is meeting expectations.

Ms Explorer tends to allocate her energy to different tasks depending on whether she considers them a priority, rather than believing that all jobs deserve the same degree of commitment. Her apparent lack of organisation and preparation suggests that punctuality will not be one of her strengths. She might benefit from allocating contingency time before meetings to allow her to prepare, or deal with unforeseen circumstances. She could also use a similar approach if she has had problems meeting deadlines.

## Competency results

### Interpersonal

#### Cooperative Teamwork

1	2	3	4	5

Result: Acceptable fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- She is likely to prefer to strike a balance between having a sense of team-belonging and retaining her independence.
- With a typical level of concern and interest in others, she seems prepared to form close relationships at work.
- + She has a trusting attitude towards others and will be accepting of their different motivations, opinions and ideas.
- As someone who has typical levels of social confidence, she should be comfortable expressing herself in a group.
- Ms Explorer has as much energy and drive as most people and is therefore likely to contribute a sense of urgency when appropriate.

#### Development tips

Ms Explorer could further improve this aspect of her performance by seeking feedback from her fellow team members on how well they feel she builds supportive relationships, listens and understands their needs.

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

## Competency results

### Interpersonal

#### Influencing

1	2	3	4	5
Orange	Orange	Orange	White	White

Result: Acceptable fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- Ms Explorer is as inclined as most people to attempt to influence others.
- She will generally appear socially confident and is as comfortable as most people being the centre of attention.
- She is as unlikely as most to be hampered by feelings of self-doubt when attempting to influence others.
- As a tolerant and accepting person, she may risk others taking advantage of her in negotiations.
- Ms Explorer will appear as open about her thoughts and as politically astute as most people.

#### Development tips

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

## Competency results

### Interpersonal

#### Clear Oral Communication

1	2	3	4	5
3	3	3	4	4

Result: Acceptable fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- Ms Explorer is generally self-assured and as comfortable as most when required to present herself.
- Public speaking and giving presentations should not worry Ms Explorer unduly, and she will generally feel as confident as most people in these situations.
- Ms Explorer prefers to be in predictable situations, and may not enjoy responding and adapting her presentational style to new or unexpected demands.

#### Development tips

Ms Explorer might consider what factors prevent her from communicating in a more confident and clear manner. In some situations, where Ms Explorer feels less confident, this could result in her failing to fully engage her audience. To develop this area further, Ms Explorer may wish to proactively seek out feedback from key individuals with whom she regularly communicates, to establish whether the information she thinks that she has communicated is consistent with the message that her audience has received. In areas where she is keen to develop – such as when communicating outside her areas of experience or expertise – Ms Explorer should ensure that she prepares by considering her subject matter and the needs of her audience.

Ms Explorer may not adapt the style or content of her communications to suit the situation or the needs of her audience, preferring instead to use the approach with which she is most comfortable. She might find it useful to seek feedback from others on her style in different contexts. She could also reflect on the differences in other people's styles and when each style might be most appropriate.

## Competency results

### Interpersonal

#### Management of Others

1	2	3	4	5

Result: Acceptable fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- Ms Explorer is likely to express her opinions, taking the lead but showing willingness to consider other people's wishes when appropriate.
- She tends to deal with problems and setbacks as calmly as most.
- Inclined to strike a balance between focusing on people and tasks, she will show a similar level of warmth towards her team as most people.
- She is as comfortable as most people expressing herself in groups and being the centre of attention.
- Reasonably self-assured, she is likely to project confidence to others, while at the same time being alert to the possibility of what might go wrong.
- + Tolerant and accepting of others, she has a trusting attitude and is likely to be constructive and positive about people's abilities.

#### Development tips

Ms Explorer has the potential for further growth in her management capability by extending the level of understanding and support she provides to her direct reports. Building closer relationships with those she manages could enable her to provide them with development opportunities tailored to suit their particular interests. This approach will not only increase the extent to which her direct reports feel empowered and motivated, but it will also assist them in the achievement of their goals.

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

## Competency results

### Interpersonal

#### Integrity and Respect for Others

1	2	3	4	5

Result: Marginal fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Ms Explorer

- Flexible about processes, Ms Explorer is not typically concerned about protocol or adhering to a certain way of doing things.
- She will aim to be appropriate in what she reveals and should be willing to monitor herself when dealing with confidential information.
- Prepared to follow agreed rules and standards of behaviour, she may nevertheless bypass them if they conflict with her principles.

#### Development tips

While her dislike for structure does not necessarily mean Ms Explorer lacks integrity, it could bring her into conflict with the structures or codes of ethics of her organisation or profession. She may need to take a more disciplined approach if she is to demonstrate her commitment to these considerations.

Ms Explorer could be more willing to challenge herself and others when the possibility exists for rules and guidelines to be circumvented. In situations where she feels that the end could justify the means, she should try to define the behaviours and attitudes that are acceptable versus those that could compromise ethical standards. She could also actively challenge behaviours or actions that she believes could demonstrate a lack of integrity. This is likely to further enhance her reputation as an individual who demonstrates a strong ethical stance.

## Interview questions

### Intellectual

## Analytical Problem-Solving

1	2	3	4	5

Result: Good fit

### Description

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

### Questions

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

- Did you consider the feelings of others or use hard facts to solve this problem?
- Could this problem have been solved more quickly?
- How detailed and practical was your answer to the problem?

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

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

## Interview questions

### Intellectual

## Innovation

1	2	3	4	5

Result: Acceptable fit

### Description

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

### Questions

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

- What role did you play in creating new ideas?
- What was the impact of your involvement at a practical level?
- What did you do to convey energy and enthusiasm for your ideas?
- How did you decide what changes would and wouldn't be acceptable with regard to existing procedures or guidelines?
- How did you set goals and make plans?

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

- Where did this idea originate?
- What practical considerations did you address?
- How did you set your ideas in motion?
- How did you align the new and the established ways of working?
- How did you monitor quality?

## Interview questions

### Intellectual

## Strategic Vision

1	2	3	4	5

Result: Acceptable fit

### Description

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

### Questions

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

- How did you translate the vision into practical actions?
- How did you go about developing ideas for responding to future organisational/departmental requirements?

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

- What implications did this have for day-to-day issues?
- What changes did you implement to adapt to the challenge?

## Interview questions

### Intellectual

## Commercial Awareness

1	2	3	4	5

Result: Acceptable fit

### Description

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

### Questions

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

- Did you have too much or too little control over others?

Describe a situation where you ensured financial factors were considered.

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

## Interview questions

### Intellectual

## Clear Written Communication

1	2	3	4	5

Result: Marginal fit

### Description

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

### Questions

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

- Did you adapt to be more empathic or more logical according to your audience?
- How did you ensure your work was appropriate to the audience?
- How did you structure and organise this piece of work?

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

- How did you engage your audience?
- What conventions did you follow? What might have been regarded as unconventional in your approach?
- Tell me about the planning you did for this.

## Interview questions

### Intellectual

## Technological Orientation

1	2	3	4	5

Result: Marginal fit

### Description

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

### Questions

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

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

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

- What promising ideas for future improvements emerged from using this new technology?

## Interview questions

### Drive and Resilience

## Drive for Excellent Results

1	2	3	4	5

Result: Acceptable fit

### Description

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

### Questions

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

- How did you organise yourself and ensure you persevered to achieve this within the deadline?
- What risks did you take?
- How did you ensure that you got things right?

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

- How did you communicate the standard required?
- How did you inject a sense of urgency into this work?
- Who was responsible for achieving high quality – you or others?

## Interview questions

### Drive and Resilience

## Customer Focus

1	2	3	4	5

Result: Acceptable fit

### Description

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

### Questions

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

- Describe the relationship you had with your customer.
- How did your customer know what to expect?
- How did you establish that the customer had good intentions?

Tell me how you dealt with a challenging customer.

- What was more important, your own feelings or supporting this customer?
- What details and information did you record about this situation?
- In what way was the customer responsible for this challenge?

## Interview questions

### Drive and Resilience

## Continuous Learning

1	2	3	4	5

Result: Marginal fit

### Description

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

### Questions

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

- Have you been in any completely new situations recently that have helped you keep up to date?
- Tell me about how you planned this development.
- How do you know if you have a development need?
- What risks and challenges have you encountered when learning new skills?

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

- What changes in your approach resulted from this?
- Which aspects of this were planned in advance?
- What prompted you to seek feedback?
- Tell me how criticism affects you.

## Interview questions

### Drive and Resilience

#### Coping with Pressure

1	2	3	4	5

Result: Acceptable fit

#### Description

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

#### Questions

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

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

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

- What feelings or emotions did you convey in this situation?
- How much responsibility did you take for this problem?
- Did you react with sensitivity or with a challenge to the other person?

## Interview questions

### Drive and Resilience

#### Initiative

1	2	3	4	5

Result: Acceptable fit

#### Description

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

#### Questions

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

- How did you motivate yourself?
- What personal shortcomings affected your ability to do this?
- How did you respond to setbacks and problems?
- What was your reaction to any pressure or criticism from others?
- What new approaches or changes did you try?
- Tell me how you included other people's needs as well as your own.

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

- What pace was appropriate to adopt?
- How did you know you were taking the right course of action?
- Did you experience any challenges or disappointments? In what way did this affect your work?
- How did you manage the risks in this situation?
- Within this situation, what did you do that was new or experimental?
- Did you get things done your way or include other people's views? Why?

## Interview questions

### Drive and Resilience

#### Flexibility

1	2	3	4	5

Result: Acceptable fit

#### Description

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

#### Questions

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

- What did you need to know about the changes before you responded?
- What did others notice about your mood and coping strategy during this time?
- Did you conform to what was expected?
- How did you plan and organise this work?
- What did you do to stimulate enthusiasm for this change?

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

- What was your reaction to the need for change?
- What coping strategies did you adopt to deal with this situation?
- What standards did you have to adhere to or compromise in order to respond?
- Describe what steps you took in adapting your usual work plan to accommodate this change.
- How did you convey enthusiasm for this change?

## Interview questions

### Drive and Resilience

## Decision-Making

1	2	3	4	5

Result: Marginal fit

### Description

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

### Questions

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

- What was more important to you, people's feelings or the objective facts?
- How did you share unpopular decisions with people?
- How did you include others in the decision as well as ensure your own views were incorporated?
- How did you ensure you had the facts to hand to support your decision?
- Describe how you involved other people in making this decision.

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

- Were you detached from, or involved in, this decision?
- How did you know you had made the right decision?
- Who made the final decision?
- How much time did you spend focusing on the facts?
- How much of this was done independently and how much with other people?

## Interview questions

### Drive and Resilience

## Planning and Organising

1	2	3	4	5

Result: Marginal fit

### Description

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

### Questions

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

- How did you prioritise your work?
- How did you establish guidelines and processes for this work?

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

- What did you do to communicate the plan to them?
- Did you encourage people to follow set procedures or do things their own way?

## Interview questions

### Drive and Resilience

#### Reliability

1	2	3	4	5

Result: Marginal fit

#### Description

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

#### Questions

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

- What more could you have done to fulfil your commitments?
- How did you demonstrate persistence, planning and organisation in this situation?
- Did you take control or fit in with what others wanted?

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

- Did you persevere or find a way around it?
- What new or different approaches did you use to get through this?
- Did you comply or fight for what you wanted?

## Interview questions

### Interpersonal

## Cooperative Teamwork

1	2	3	4	5

Result: Acceptable fit

### Description

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

### Questions

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

- Did you prefer working independently of others or as a team member?
- Were you primarily friends or colleagues?
- How did you ensure that people didn't take advantage of you?
- Tell me how you provided others with feedback.
- How would others describe your energy levels and patience?

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

- Did you solve this problem alone or with the support of others?
- In what way did you want to support this person?
- How did you become aware of the motives behind the other person's behaviour?
- Could you have been tougher in this situation?
- How patient were you in resolving this issue?

## Interview questions

### Interpersonal

#### Influencing

1	2	3	4	5

Result: Acceptable fit

#### Description

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

#### Questions

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

- Was it more important to be assertive or accommodating in this situation?
- How confident do you think you appeared in this situation?
- What went well and what went less well in this situation?
- How did you know you could trust this person?
- Were you diplomatic or forthright with this person?

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

- How did you put forward your own needs and viewpoints, whilst ensuring that others' wishes were accommodated?
- Do you think you were more sensitive or more tough in this situation?
- How self-confident were you in this situation?
- How did you ensure you could trust people's intentions in this situation?
- Was it more important to be cautious about what you revealed or open with others in this situation?

## Interview questions

### Interpersonal

## Clear Oral Communication

1	2	3	4	5

Result: Acceptable fit

### Description

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

### Questions

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

- What went well and what went less well?
- How would you describe your level of confidence in this situation?
- How did you ensure that you were original and could respond creatively to unexpected demands?

Tell me about the last presentation you gave.

- How did you deal with any signs of criticism from others?
- What sort of feedback were you aware of as you were presenting?
- Did you stick to a familiar approach or try something new?

## Interview questions

### Interpersonal

## Management of Others

1	2	3	4	5

Result: Acceptable fit

### Description

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

### Questions

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

- Do you think you achieved the right balance when consulting with others?
- How did you manage your emotions when things became challenging?
- Would you consider yourself task- or people-oriented? Can you explain why?
- Are you more resilient or sensitive to criticism?
- Have you been alerted to any personal errors you've made when managing others?
- How do you gain an insight into the motivations and trustworthiness of others?

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

- How did you balance allowing freedom with giving direction?
- What sorts of problems emerged and what skills did you use to deal with them?
- How did you balance your own and the other person's needs in this situation?
- What disagreements were you aware of, and how did you manage them?
- How did you know you took the right approach to this situation?
- How did you ensure that you were aware of the other person's motivations and reliability?

## Interview questions

### Interpersonal

## Integrity and Respect for Others

1	2	3	4	5

Result: Marginal fit

### Description

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

### Questions

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

- Were there established guidelines to help you decide what to do?
- Would it have been better to withhold information or reveal it in this situation? Why?
- How did you evaluate what was right and wrong in this decision?

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

- Were there established guidelines to help you decide what to do?
- Was it more important to be direct or subtle?
- How did you decide whether to follow the rules or circumvent them?

## Appendix 1: Competency definitions

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

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

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

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

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



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