



# 16pf Competency Report

Competency Report Your Company



**Ella Explorer**

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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
- 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					
Commercial Awareness					
<b>Drive and Resilience</b>					
Drive for Excellent Results					
Coping with Pressure					
Decision-Making					
Reliability					
<b>Interpersonal</b>					
Cooperative Teamwork					
*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

- o 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

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

#### 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.

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

- o 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

### Drive and Resilience

#### Drive for Excellent Results

1	2	3	4	5

Result: Acceptable Fit

#### Description

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

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

#### Coping with Pressure

1	2	3	4	5
3	3	3		

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

- o She has as much control over her emotions as most people, and should feel able to cope with common setbacks and problems.
- o 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.
- o 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

#### Decision-Making

1	2	3	4	5
2	2			

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

- o Ms Explorer tends to incorporate both subjective and objective data in order to make a decision.
- o She is probably as confident as most people in sharing her opinions with others.
- o 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.
- o 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

#### 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.

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

- o 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.
- o 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

#### Integrity and Respect for Others

1	2	3	4	5
2	2			

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.
- o She will aim to be appropriate in what she reveals and should be willing to monitor herself when dealing with confidential information.
- o 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

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

### 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

#### 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

#### 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

#### 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

#### 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>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.
<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>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.

Competency	Definition
<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>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.



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