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Comprehensive Insights Report

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CONFIDENTIAL

Introduction

Use of the report

Please note: decision-making using 16pf-derived information should only be undertaken by a fully trained 16pf user, who will interpret an individual's results using their professional judgment. The statements contained in any computer-generated report should be viewed as hypotheses to be validated against other sources of data such as interviews, biographical data, and other assessment results. All information in the report is confidential and should be treated responsibly.

It is important to consider that:

- The results are based on the respondent's description of their own personality and behaviour, which may not necessarily reflect the way other people see them. The accuracy of the results is therefore dependent on the respondent's openness in answering the questionnaire and upon their level of self-awareness.
- The results are compared against those of a large group of people who have completed the questionnaire.
- The report describes the respondent's likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about their ability.
- There are no absolute rights or wrongs in personality – each style has its advantages and disadvantages, although some temperaments may suit some activities, jobs or interests better than others.
- Results of psychometric questionnaires like this one enable a good prediction of how people will behave in a variety of situations.

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

Interpreting mid-range scores

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

Report layout

Comprehensive Insights Report

This report contains several sections, each designed to assist the trained 16pf practitioner in a range of applications. The sections are:

Response Style Indices

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

Profile section

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

Interpretive section

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

Strengths and Development tips

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

Feedback prompts

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

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

Candidate Feedback

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

Manager Feedback

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

Response Style Indices

Norm group

GB combined-sex (2011)

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

Impression Management

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

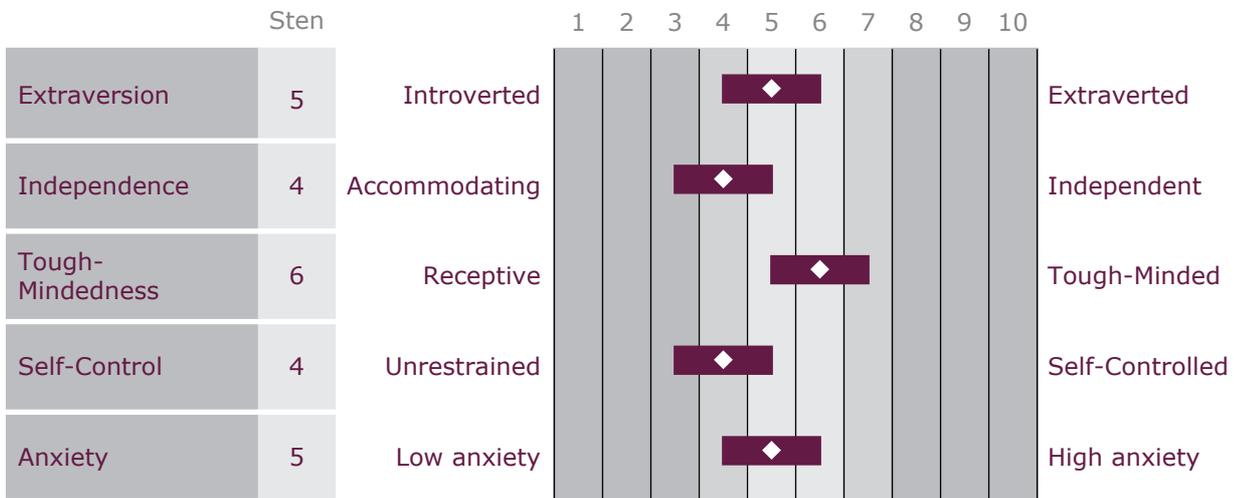
Acquiescence

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

Infrequency

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

Global Factors



Global Factor definitions

Contributing Primary Factors

Extraversion

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

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

Independence

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

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

Tough-Mindedness

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

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

Self-Control

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

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

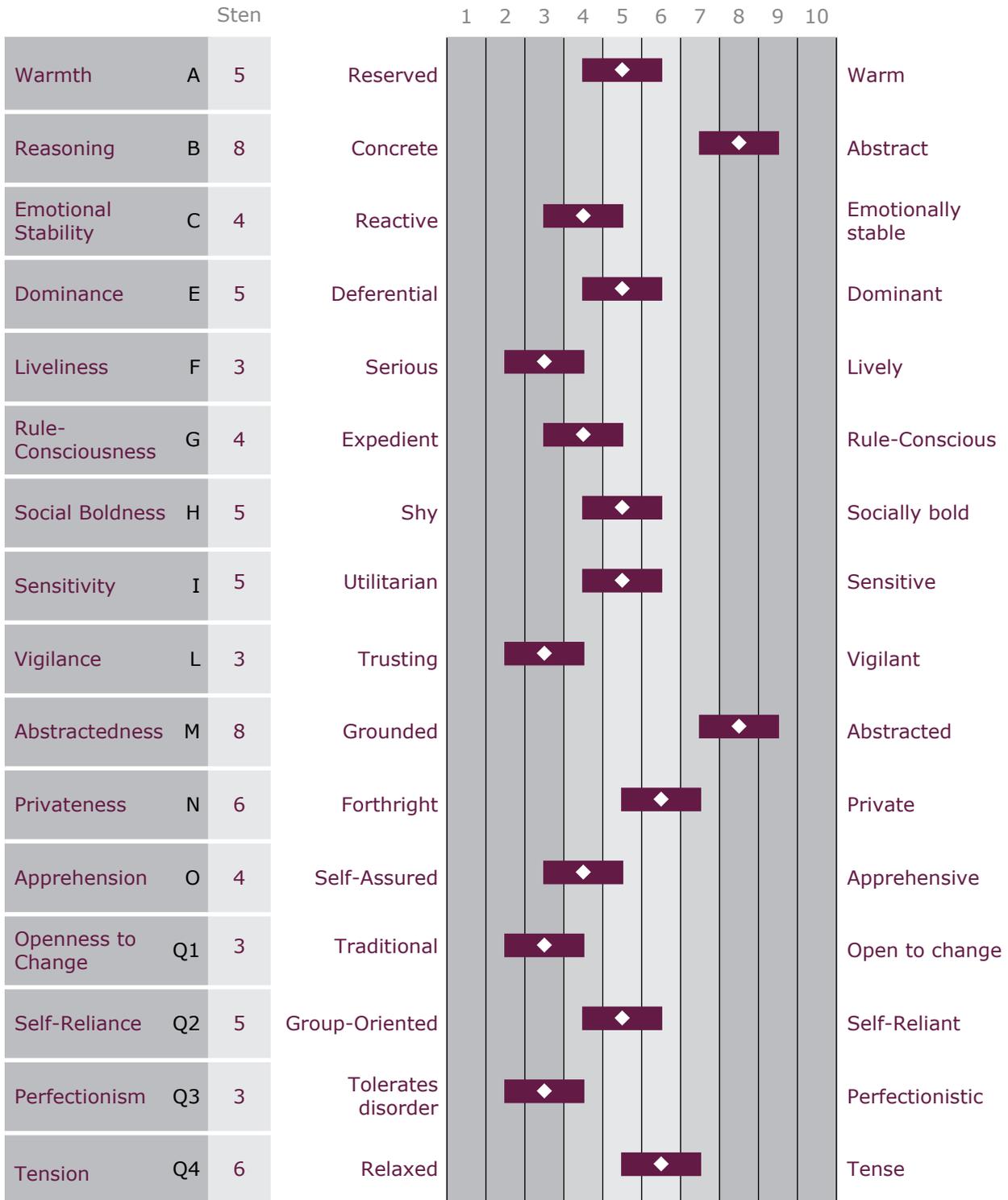
Anxiety

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

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

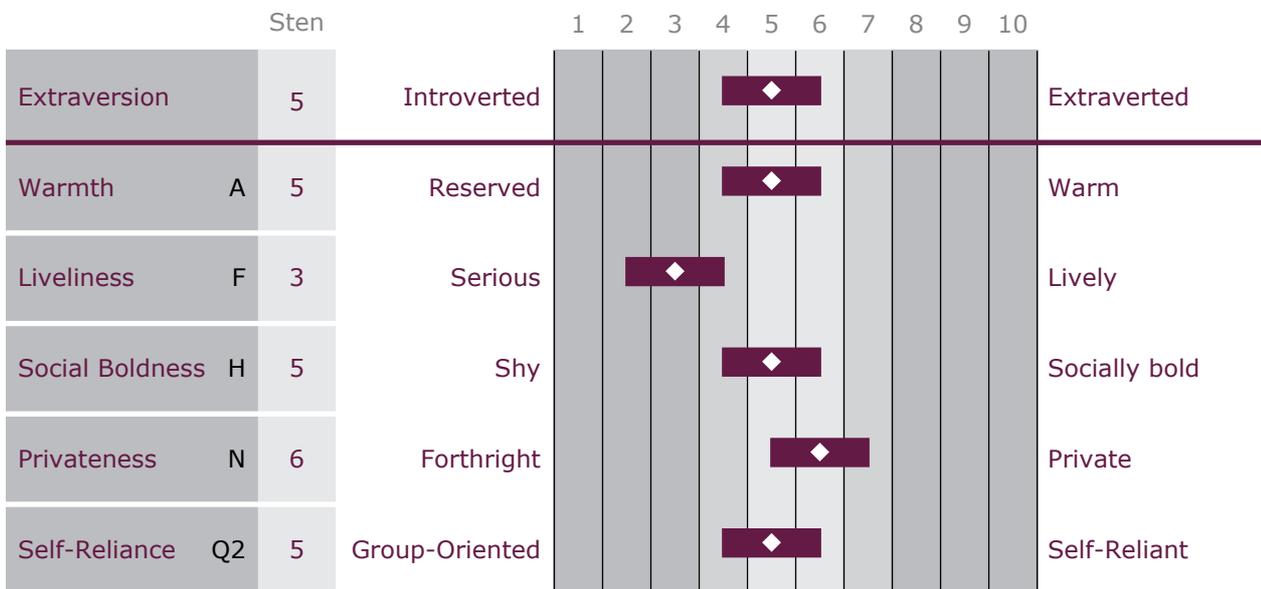
(-) Indicates a negative relationship between the Global and Primary Factor

Primary Factors



Relating to Others

(Extraversion)



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

Overview

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

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

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

- A tendency to develop warm relationships in some situations, whilst maintaining more detachment in others.
- A strong likelihood of thinking carefully before speaking or taking action.
- A tendency to be comfortable in some social settings, but less resilient in others.
- A likelihood of disclosing personal information only when it feels appropriate.
- A desire for a balance between time spent alone and time spent with others.

Relating to Others: In-depth interpretation

Initiating and developing relationships

Ms Explorer is likely to be selective about the people with whom she wishes to be close. There may be some situations or contexts where she wishes to establish warm relationships, and others where she prefers to retain more detachment. There are some occasions where Ms Explorer will feel comfortable approaching others and initiating relationships, but there may be others where a sense of intimidation or concern about rejection will constrain her. She may be open and forthright about herself when she feels comfortable doing so. However, it is likely that she will be selective about the kind of information she chooses to reveal, restricting personal information to her closer friends, or to situations where she feels it is appropriate.

Liveliness and excitement-seeking

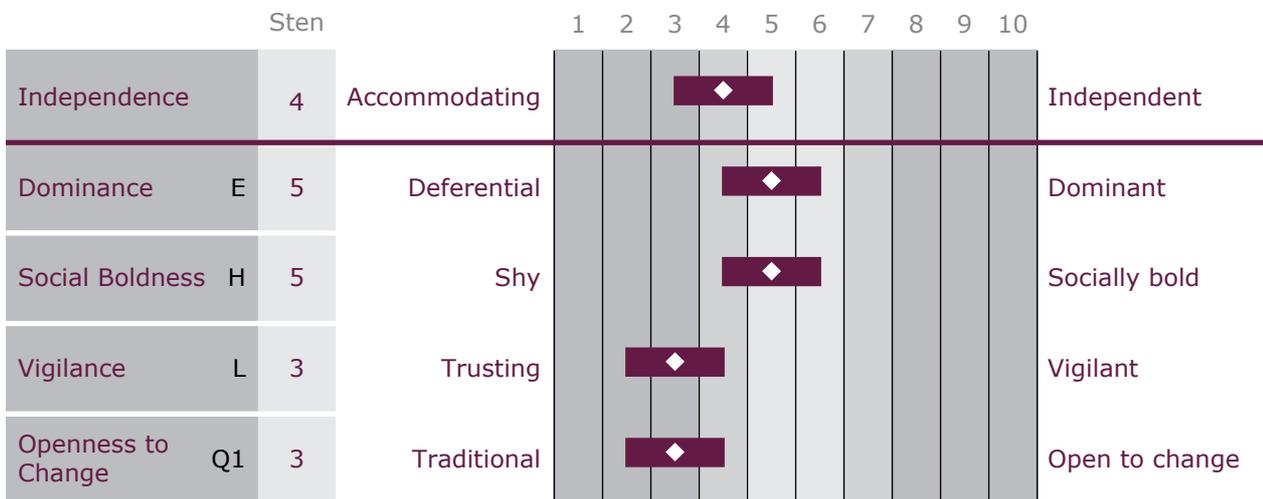
Ms Explorer sees herself as careful and cautious, and as someone who thinks before she speaks. She will probably consider the negative as well as positive aspects of people and situations, which means that she could sometimes be perceived as pessimistic. However, she is also likely to be seen as steady and dependable. Although she may sometimes enjoy meeting and interacting with others, her interactions are likely to be subdued and considered.

Social situations and work settings

Ms Explorer is likely to feel at ease in social settings, although there are likely to be some that are more difficult for her than others. She may sometimes be sensitive to criticism and rejection, when she will be less sure of herself and less comfortable speaking or presenting. She is likely to prefer a balance between working with others and working alone. There may be some situations where she is happy to make decisions independently, and others where she is more comfortable collaborating with people and eliciting their ideas and opinions.

Influence and Collaboration

(Independence)



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

Overview

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

She will generally prefer to cooperate with others and accommodate to their wishes, rather than confront them.

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

- An ease with being assertive, coupled with a willingness to defer when appropriate.
- Confidence in expressing opinions in some situations.
- A trusting attitude towards others and their views.
- A strong likelihood that she will accept existing ideas and ways of doing things.

Influence and Collaboration: In-depth interpretation

Desire for influence

There are likely to be some situations or issues she feels strongly about, and where she wishes to exert influence and make herself heard; there will be other situations where she is either happy to cooperate and accommodate others, or where she will feel uncomfortable expressing her opinion.

Independence of thought

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

Seeking new experiences and challenges

Ms Explorer has a preference for familiar environments, where traditional values and established ways of doing things are protected. Although Ms Explorer does not seek to influence her environment, she may often wish to take an expedient attitude towards rules. This attitude towards convention may frequently manifest itself as a feeling of being frustrated or constricted by rules, rather than in actions that actually break or change the rules and guidelines.

Thinking Style: In-depth interpretation

Taking in information

It is likely that Ms Explorer will focus on abstract ideas, theories and concepts rather than on the practical and concrete. She sees herself as someone who can take a broader view, thinking about overarching meanings and patterns and making associations between ideas and concepts. She may sometimes find that she is so absorbed in abstract ideas that it is hard to switch to more practical concerns, and she could come across as absent-minded. She will, moreover, tend to direct her thinking inwards, without necessarily sharing her ideas with others. She is likely to be selective about the people she spends time trying to understand. When she does invest time in trying to help someone, she will tend to apply herself to thinking deeply about what might underlie the present issue, rather than supplying practical support.

Making decisions

When solving problems and making decisions, Ms Explorer is likely to incorporate a combination of subjective and objective information. It may be that particular situations will determine whether she relies more on her feelings or on objective logic, or it is possible that her customary style is to consider both. In particular contexts or amongst people she cares about, she may take the time and trouble to consider the impact of decisions on others and mitigate their effects. However, there may be other times where she takes a tougher, more objective stance.

Creativity and change

Ms Explorer is likely to value established techniques and traditional methods, holding fast to the status quo. She will probably be cautious in the face of new ideas, and she could therefore have a steadying influence, resisting change for its own sake. However, this could also manifest itself as an inflexibility in dealing with problems or generating ideas, limiting her range of possible solutions and responses. She could come across as unimaginative or set in her ways, and she may put up with imperfect situations rather than face ambiguity or change. She sees herself as a deep thinker; her focus on the abstract, rather than practical, immediate concerns could be a form of escape for her if she is facing situations where there is too much change and disruption.

Problem-solving

Ms Explorer's responses to the reasoning questions indicate that she is at ease with problems and situations that involve abstract reasoning and conceptual thinking. She can probably quickly see how ideas fit together, and is likely to be a fast learner.

Structure and Flexibility

(Self-Control)



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

Overview

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

Ms Explorer tends towards a flexible and spontaneous approach; however, this style will occasionally be tempered with moderate self-control.

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

- An ease with disorder, spontaneity and leaving things to chance, rather than planning.
- A likelihood that she will not feel bound by some externally imposed rules and regulations.
- A tendency to be cautious and restrained in words and actions.
- A highly abstracted thinking style, focusing on ideas, imagination, theory and overviews.

Structure and Flexibility: In-depth interpretation

Planning and organising

Ms Explorer reports a preference for disorder, spontaneity and leaving things to chance, rather than planning.

Attitude to rules and regulations

Ms Explorer describes a likelihood of not feeling bound by externally imposed rules and regulations. This is not to say that she will always disregard rules; she may observe procedures that seem sensible to her or she may be governed by a set of her own unconventional standards for behaviour. She may be encouraged to follow rules by her tendency to be cautious and to think through the negative implications of not abiding by externally defined rules and conventions.

Levels of dynamism, caution and flexibility

Ms Explorer's responses to the questionnaire suggest a tendency to appear serious and restrained. She is likely to be cautious and introspective, and to think things through carefully before acting.

Degree of focus

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

Management of Pressure: In-depth interpretation

General level of anxiety

It is possible that at present Ms Explorer may not feel entirely in control of events in her life. Her moods could be changeable, and she may struggle at times to moderate her emotional reactions to life's ups and downs. When things are going well this may be motivational for others. When things go wrong, however, she may react with an expression of negative emotion which could be seen as inappropriate by others, and may be disheartening. However, she retains an optimistic view of the world, tending to believe the best of people unless there is evidence to the contrary. She is likely to assume that others are sincere in what they say and do, which implies that she may be taken by surprise when hidden agendas emerge. Consequently, she may have little interest in organisational politics, expecting fair treatment and honesty from others as a default. When others do let her down, she is likely to feel more disappointed and upset than most people. Ms Explorer presents herself as someone who is likely to be driven and results-focused, while keeping her tension levels under control.

Sources of anxiety

It is possible that if Ms Explorer is let down by or disappointed by other people, she may find it hurtful, upsetting and confusing.

Self-criticism and self-assurance

Ms Explorer appears to be generally assured and confident in her abilities, and it is likely that few situations make her feel worried or apprehensive. Her levels of confidence may reduce the likelihood of her accepting negative feedback, and therefore her ability to learn from her mistakes.

Expression of stress

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

Coping strategies

Since Ms Explorer indicates that she may not currently feel in control of all of life's demands, it may be helpful to discuss with her the strategies she has in place to cope with this. Her thoughts and imagination may provide an escape for her when things get difficult. However, this may mean that she is failing to face up to the realities of the current situation, and such activity could constitute a form of denial.

Strengths

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

Relating to Others

- Ms Explorer's apparent preference to be selective about those with whom she develops close relationships is likely to enable her to remain detached and objective at times, and to show concern without becoming consumed by other people's problems and difficulties.
- Her careful, serious attitude means that although she enjoys meeting people and may have a wide network of friends and relationships, she will take her commitments seriously and will probably be seen as steady and reliable.
- Her typical level of social confidence implies that she will probably manage most social situations without feeling intimidated.
- Since she is likely to be selective about when and to whom she reveals personal information, she is unlikely to compromise herself by revealing such information inappropriately, and may even be quite shrewd in the way that she manages her public image. However, she is not so reticent that she is unable to share issues and problems when she needs to.
- She is likely to be flexible in terms of working independently and collaboratively.

Influence and Collaboration

- Ms Explorer's comfort with expressing her views is usually likely to come across as assertive rather than domineering. She probably experiences few difficulties in making herself heard and in getting others to take her ideas seriously.
- It is likely that there are a range of situations in which she feels confident in her beliefs and in expressing her views. Since she is likely to spend some time noticing how other people react and feel, she may have a good idea as to what upsets and offends others. This is likely to help her work out in advance how her own opinions are likely to be received.
- Her tendency to trust others may encourage people to express their opinions to her and feel confident that they will be heard.
- She is likely to value well-established methods, and will not be swayed by things just because they are new and exciting.
- Her sensitivity to other people's feelings and reactions is likely to help her state her opinions without offending others.

Thinking Style

- Ms Explorer's tendency to balance the needs of people and tasks in her decision-making implies that she is likely to be able to take tough decisions, and that she manages the impact of such decisions on other people.
- She indicates a potential inclination towards combining both objective and subjective information in her decision-making, which means that she is unlikely to focus too heavily on either feelings or dry, logical considerations.
- Her focus on abstract ideas and theories implies that she may be a conceptual thinker, and she could be a creative problem-solver.
- Her preference for traditional, established ways of doing things implies that she could be a steadying influence during times of change, helping others to see what is positive in an existing situation.

Structure and Flexibility

- Ms Explorer is likely to take an expedient or unconventional approach in the way she achieves her objectives. This could be a particular strength in situations where the standard or accepted approach is likely to fail.
- She is likely to thrive in a role that contains a degree of ambiguity, and where there is a lack of clarity with regard to role boundaries.
- Ms Explorer is likely to feel comfortable adapting her plans in the light of changing circumstances.
- She is unlikely to be so perfectionist that she spends more time and effort than is necessary trying to get things exactly right.
- Preferring to think things through carefully before acting, she is unlikely to act in an impulsive or carefree manner, or to take unnecessary risks.
- Tending to look at the wider ramifications of situations or information, she may at times generate insightful ideas, or make associations between disparate strands of information.
- Potentially creative, she is unlikely to allow existing practices or established conventions to hinder the generation of unconventional ideas or potentially insightful connections.

Management of Pressure

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

Development tips

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

Relating to Others

- Ms Explorer is likely to find it hard to manage situations that are either very emotional or very task-focused. It is likely that she will be most comfortable if she can operate in situations that demand a balance between attending to others' needs and concentrating on the task.
- Her cautious and careful nature could lead her to miss opportunities. She may benefit from realising the advantages of a more spontaneous and light-hearted approach, especially in her social interactions.
- She is likely to be most comfortable in an environment where she is able to balance time spent working alone with time spent with others. Too much of either of these extremes could make her uncomfortable.

Influence and Collaboration

- There may be occasions when she lacks the confidence to express her views. It may be helpful for her to consider which situations make her feel and behave this way, and to think of how she might develop and improve her confidence.
- Her tendency to trust others may mean that she is too easily influenced, as she may not recognise when other people have ulterior motives. She may find it helpful to consider situations where it might be beneficial to look beneath the surface of what people are saying, and consider the possibility of wider implications and intentions in order to avoid people taking advantage of her trusting nature.
- She may become so comfortable with current methods that she cannot see the value of new ideas. It may help her to develop a more open mind and realise that it is possible to accept change without losing the positive aspects of existing methods.

Thinking Style

- There may be some situations, or some tough decisions, which Ms Explorer does find particularly difficult. In these situations it may be beneficial for her to consider ways to communicate the decision and minimise its impact.
- Her focus on the abstract could imply that she finds it hard to shift her attention to more immediate or practical matters, and that she is likely to struggle with any task that requires close attention to detail or monitoring of systems. In addition, she could be inclined to daydream unless her thinking is channelled. She is likely to be best suited to situations that value and reward her conceptual focus.
- Her adherence to well-established ways of doing things could mean that she is resistant to change and fails to see the good in new ideas and methods. She may find it helpful to actively consider what may be positive about change.

Structure and Flexibility

- There could be occasions when Ms Explorer may benefit from consulting with others about the accepted ways of operating, or the established standards or expectations, before acting.
- When working on large or important tasks, or on projects that involve other people, Ms Explorer may benefit from approaching her work in a more organised and systematic way, taking care to plan ahead.
- On occasions Ms Explorer's cautious approach may mean that she misses out on opportunities or talks herself out of taking action, focusing on negative outcomes. She may benefit from focusing on the potential positive outcomes of a course of action, accepting that no solution will be perfect. She should not allow the mere existence of possible problems to prevent her from taking action.
- There could be times when she becomes lost in her own thoughts and ideas, or when she fails to take into account the practical limitations of implementing her ideas. She may occasionally have difficulty keeping her focus on the here and now. Where this is the case, she may need to exercise greater self-discipline to bring her full concentration to the present situation.
- At times expedient, and with a tendency to make plans only when necessary, or for the benefit of others, she may prefer to decide for herself what is an appropriate level or standard to aim for, rather than consulting with others. Her cautious outlook may be used to justify a failure to plan ahead, as she could consider certain actions or ideas as too risky. Where this is the case, adopting a more positive or optimistic attitude could help her to proactively plan to reach her personal goals.
- Viewing situations from an abstract perspective, she may tend towards theorising or hypothesising. She may be more interested in the ideas themselves, rather than considering whether these ideas will deliver externally sanctioned goals or required standards. To counteract her tendency to be reactive to events, she may benefit from considering and proactively planning for the achievement of a set of clearly defined, tangible objectives.

Management of Pressure

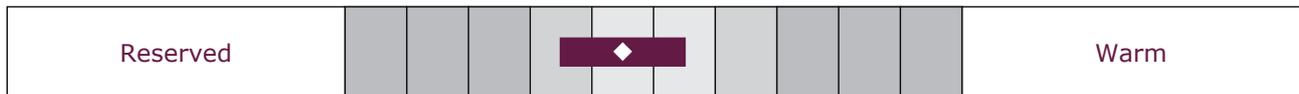
- Ms Explorer reports feeling that she can cope with life's current demands about as well as most people. When she is facing particularly difficult circumstances, however, she may find it beneficial to seek support from others, both to share her concerns and to make use of the sources of assistance that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

Feedback prompts

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

Relating to Others

Warmth



- What do you like about spending time with others?
- When is it beneficial to form close relationships?
- Do you show more emotional detachment in some situations than in others?
- Do you tend to think that people should take care of their own needs, or do you feel that you would like to help them?
- When would you show others that they are important to you, or that you care about them?

Notes

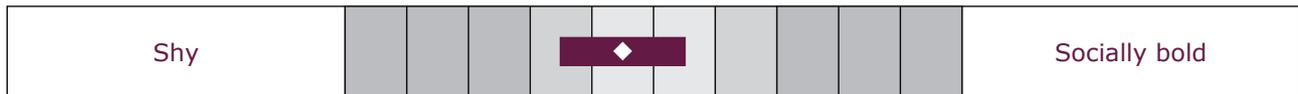
Liveliness



- Are there any people or situations that make you feel comfortable in being spontaneous?
- What, if anything, makes you feel exuberant or light-hearted?
- Have you ever been in a situation where you have been required to be gregarious and talkative?
- What advantages and disadvantages are there in being less lively?

Notes

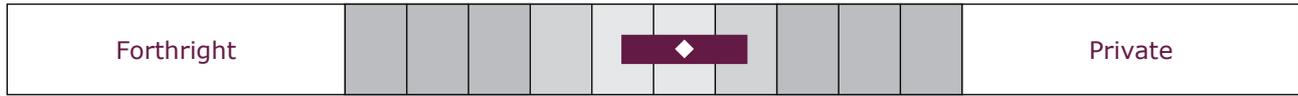
Social Boldness



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

Notes

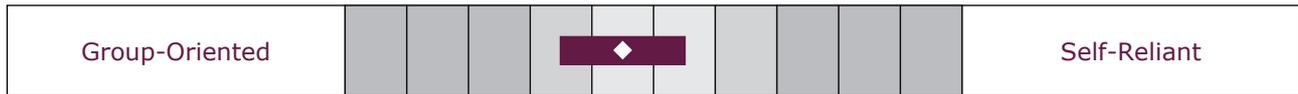
Privateness



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

Notes

Self-Reliance

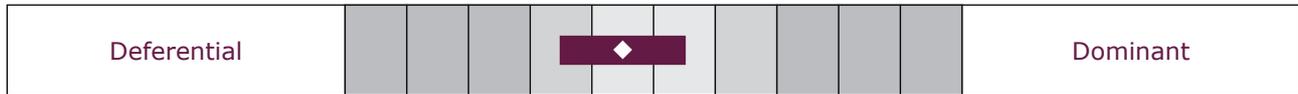


- Do your hobbies or work involve collaborating with groups of people?
- What would bother you sooner – to be constantly surrounded by people, or to be continually on your own?
- Are there some groups or types of people whose company you like more than others?
- When you have a decision to make, do you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

Notes

Influence and Collaboration

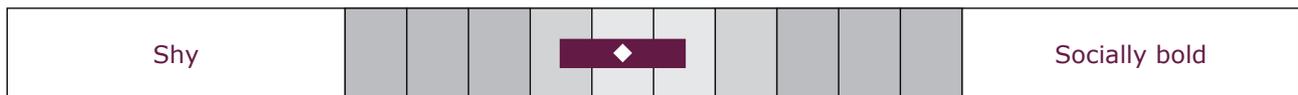
Dominance



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

Notes

Social Boldness



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

Notes

Vigilance



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

Notes

Openness to Change

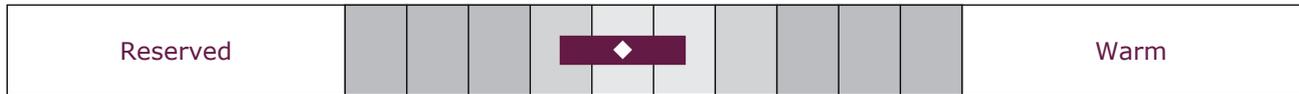


- How do you find that you react to change?
- Are you more likely to see the possible negative consequences of change before the positive ones?
- Does your view of specific changes evolve over time – do you come to accept changes you did not like at first?
- How do you cope if you have to deal with constant change?

Notes

Thinking Style

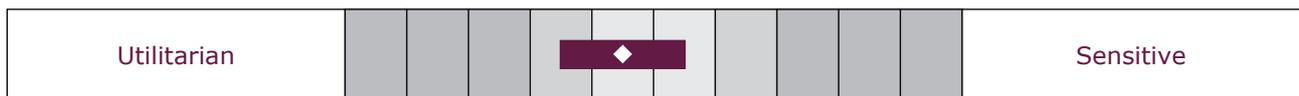
Warmth



- In which situations do you prefer to remain logical and objective?
- In which situations would you be more likely to take the feelings of others into account?

Notes

Sensitivity



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

Notes

Abstractedness



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

Notes

Openness to Change



- Have there been significant changes in your work recently?
- How do you view those changes? How do you cope if you have to deal with constant change?
- Have you made many changes in your life, for example, have you changed how or where you live or work?
- How much change or stability do you look for in your life in general?

Notes

Structure and Flexibility

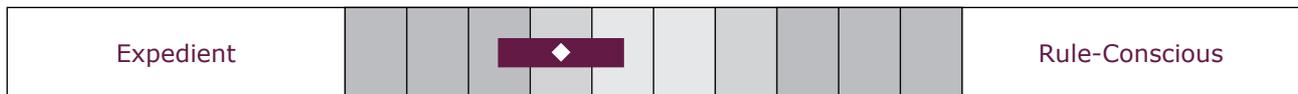
Liveliness



- When have you had to make quick decisions? How did you feel about that?
- Have there been times when you have not made a decision early enough or have failed to grasp an opportunity because you were too busy thinking it over?
- How do you feel about fast-paced and varied work schedules?

Notes

Rule-Consciousness



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

Notes

Abstractedness



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

Notes

Perfectionism

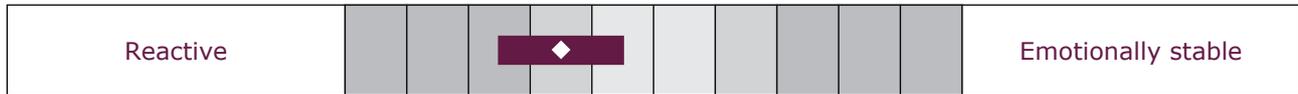


- How do you organise your workload? What things can you not afford to leave to chance?
- How do you organise your time?
- How do you work with colleagues who require a high level of structure?
- How do you measure your own performance?

Notes

Management of Pressure

Emotional Stability



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

Notes

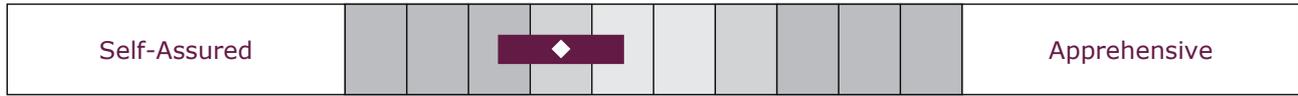
Vigilance



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

Notes

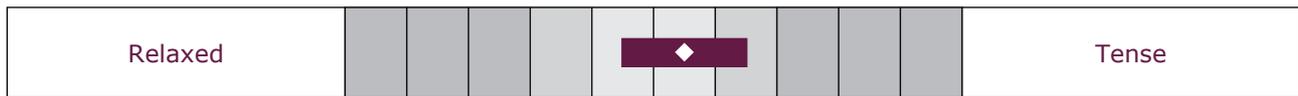
Apprehension



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

Notes

Tension



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

Notes

Response Style Indices

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

Notes

Reasoning



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

Notes

Item summary

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

Item responses

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

Summary statistics:

Number of a-responses	= 82 out of 170 (48%)
Number of b-responses	= 11 out of 170 (6%)
Number of c-responses	= 77 out of 170 (45%)
Number of missing responses	= 0 out of 185 (0%)

Factor	A	B	C	E	F	G	H	I	L	M	N	O	Q1	Q2	Q3	Q4	IM	IN	AC
Raw scores	12	13	5	10	6	9	7	10	8	16	14	6	10	8	5	12	9	1	47
Missing items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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



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Candidate Feedback

Ella Explorer

11 July 2016

CONFIDENTIAL

Introduction

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

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

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

Please note:

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

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

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

Candidate Feedback

Relating to Others

You show a moderate level of attentiveness and interest in others; you may find that you pay notably more attention to the people you find most interesting. You are likely to be cautious and restrained, preferring to consider your speech and actions carefully. People are likely to see you as serious because of your desire to avoid saying or doing something that you would regret. You may feel confident in situations that are familiar to you, or where you are not worried about the impression that you make. There are also situations in which you feel less comfortable, particularly where you are trying to make a good impression. In these situations you may come across as less confident and may be less resilient to criticism. You are probably open with information about yourself in some situations, sharing deeper aspects of your thoughts and feelings. At other times you will feel more comfortable withholding this information and relating on a more superficial level. You will probably enjoy both collaborating towards a common goal and being free to work more independently, adopting these different approaches according to the situation, needs or time.

Influence and Collaboration

You appear to seek some influence and control over the world around you, at times seeking leadership opportunities or expressing clear opinions. In other situations you will be more accommodating, deferring to the influence of others when you respect them or when you wish to avoid conflict. You may find it comfortable to express your opinions in familiar settings, or amongst people with whom you feel at ease. In less familiar settings, or where you are aware of the need to impress, you will feel less comfortable. You are likely to be optimistic about people; you believe that others generally have good motives and that they can be trusted, which will make you open to their ideas or opinions. In this respect, you will be seen as easy to get on with, and your optimism will probably bring out the best in others. However, it is possible you may overestimate the good intentions of others in aggressive or competitive environments. You prefer to work with well-established ideas and are unlikely to challenge the status quo. Your approach may be valued in roles where tradition and established ways of doing things need to be upheld.

Thinking Style

With your typical level of interest in people, you will attempt to combine both detachment and consideration for others in your thinking. In some settings you will be concerned for the feelings of others, whereas in others you will be less emotionally involved. You are likely to consider both the logical and emotional aspects of decisions. In some situations you may favour a more detached, objective approach, whereas in others you will consider the importance of your feelings and values. You will probably be interested in and excited by abstract theories and possibilities. You may take a broad, future-focused and conceptual view of problems, which means that finding links between facts or concepts will come easily to you. However, you may overlook the more immediate aspects of some situations.

You tend to be wary of new ideas, as you are content with the status quo. You prefer to work with tried and tested notions, and will be most comfortable when operating in a predictable and familiar environment. It is possible you will overlook new opportunities or ideas, and so could be seen as conventional in your approach. Your responses to the reasoning questions indicate that you are likely to be at ease with problems that involve abstract reasoning and conceptual thinking.

Structure and Flexibility

You see yourself as reflective and deliberate. You tend to consider the various aspects of a decision before committing, and strive to anticipate – and therefore avoid – potential risks. You are likely to be seen as methodical, with a keen desire to focus on a subject in depth; however you could feel uncomfortable if you have to think quickly and spontaneously. You may be most comfortable when you do not feel bound by external rules or procedures. You will tend to be expedient, circumventing or breaking rules that feel unfair or irrelevant, although there are some rules that you would not break. You will probably work well in situations where it is important to be flexible. You enjoy considering the broader view. Your thoughts will often turn to the possibilities or implications of a situation. This will be an advantage in situations where it is important to consider a broad setting, but you may become distracted, or lost in your own thoughts. You are likely to enjoy working in ambiguous situations with changing circumstances. You will take a casual approach and will probably be unconcerned by the need to change direction quickly or often. However, you may be seen as unmotivated or unreliable due to your tendency to leave things to chance, and you may find it difficult to plan ahead consistently.

Management of Pressure

You see yourself as often reacting emotionally to the obstacles that you encounter in life. You will tend to express how you feel, demonstrating positive or negative feelings. When things go well this may be inspirational, but your negative reactions may be seen as overly emotional by some people. You have an optimistic view of the world and a positive view of others. You will tend to expend little energy worrying about being taken advantage of, and this could be a disadvantage in a highly political environment. You may generally appear self-assured and unworried. You are relatively confident in your abilities and performance, feeling apprehensive in very few situations. You may not fully attend to negative feedback, which could reduce your opportunities for learning. You are likely to be relaxed at times, feeling calm and patient, although in some situations you will feel more tense and driven to act. You may wish to consider what situations or people would make you feel more impatient.



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Manager Feedback

Ella Explorer

11 July 2016

CONFIDENTIAL

Introduction

This report summarises Ms Explorer's responses to the 16pf questionnaire.

Please note: the information presented here should not be used to make decisions in isolation. Decision-making using 16pf information should be based on the advice of a fully trained 16pf user, who will interpret a more technical profile of the results in conjunction with their own professional judgment. The statements contained in any computer-generated report should be viewed as hypotheses to be validated against other sources of data, such as interviews, biographical data and other assessment results. All information in the report is confidential and should be treated responsibly.

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

It is important to consider that:

- The results are based on Ms Explorer's description of her own personality and behaviour, which may not necessarily reflect the way other people see her. The accuracy of the results is therefore dependent on her openness in answering the questionnaire, and upon her level of self-awareness.
- The report describes her likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about her abilities.
- There are no absolute rights or wrongs in personality – each style has its advantages and disadvantages, although some temperaments may suit some activities, jobs or interests better than others.
- Results of psychometric questionnaires like this one enable a good prediction of how people will behave in a variety of situations.

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

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

Manager Feedback

Relating to Others

Ms Explorer shows a moderate level of attentiveness and interest in others; she may find that she pays notably more attention to people she finds most interesting. She is likely to be cautious and restrained, preferring to consider her speech and actions carefully. People are likely to see her as serious due to her desire to avoid saying or doing things that she would regret. Ms Explorer may feel confident in situations that are familiar to her, or where she is not worried about the impression that she makes. There are also situations in which she will feel less comfortable, particularly where she is consciously trying to make a good impression. In these situations she may come across as less confident, and may be less resilient to criticism. She is open with information about herself in some situations, sharing deeper aspects of her thoughts and feelings. At other times she will feel more comfortable withholding this information and relating on a more superficial level. She will probably enjoy both collaborating towards a common goal and being free to work more independently, adopting these different approaches according to the situation, needs or time.

Influence and Collaboration

Ms Explorer seeks some influence and control over the world around her, at times seeking leadership opportunities or expressing clear opinions. In other situations she will be more accommodating, deferring to the influence of others when she respects them or when she wishes to avoid conflict. She may find it comfortable to express her opinions in familiar settings, or with people with whom she feels at ease. In less familiar settings, or where she is aware of the need to impress, she will feel less comfortable. Ms Explorer is likely to be optimistic about people: she believes that others generally have good motives and that they can be trusted. In this respect she will be seen as easy to get on with, and her optimism may bring out the best in others. However, it is possible that she may overestimate the good intentions of others in aggressive or competitive environments. She prefers to work with well-established ideas and is unlikely to challenge the status quo, even if this might lead to a better solution. Her approach may be valued in roles where tradition and established ways of doing things need to be maintained.

Thinking Style

With her typical level of interest in people, Ms Explorer will attempt to combine both detachment and consideration for others in her thinking. In some settings she will be concerned for the feelings of others, whereas in others she will be less emotionally involved. She is likely to consider both the logical and emotional aspects of decisions. In some situations she may favour a more detached, objective approach, whereas in others she will consider the importance of her feelings and values. Ms Explorer is likely to be interested in, and excited by, abstract theories and possibilities. She will probably take a broad, future-focused and conceptual view of problems, which means that finding links between facts or concepts will come easily to her. However, she may overlook the more immediate aspects of situations.

She tends to be wary about new ideas as she is content with the status quo. She prefers to work with tried and tested notions, and will be most comfortable when operating in a predictable and familiar environment. It is possible that she will overlook new opportunities or ideas, and so could be seen as conventional in her approach. Her responses to the reasoning questions indicate that she is likely to be at ease with problems that involve abstract reasoning and conceptual thinking.

Structure and Flexibility

Ms Explorer is reflective and deliberate. She tends to consider the various aspects of a decision before committing herself, and strives to anticipate – and therefore avoid – potential risks. She is likely to be seen as methodical, with a keen desire to focus on a subject in depth; however, this may come across as ponderous, and she could feel uncomfortable if she has to think quickly and spontaneously. She may be most comfortable when she does not feel bound by external rules or procedures. She will tend to be expedient, circumventing or breaking rules that she feels are unfair or irrelevant, although there are some rules that she would not break. She will work well in situations where it is important to be flexible. Ms Explorer enjoys considering the broader view. Her thoughts will often turn to the possibilities or implications of a situation. This will be an advantage in situations where it is important to consider a broad setting, but she may become distracted, or lost in her own thoughts. Ms Explorer is likely to enjoy working in flexible situations with changing circumstances. She will take a casual approach and will probably be unconcerned by the need to change direction quickly or often. However, she may be seen as unmotivated or unreliable due to her tendency to leave things to chance and may find it difficult to plan ahead consistently.

Management of Pressure

Ms Explorer sees herself as often reacting emotionally to the obstacles that she encounters in life. She will tend to express how she feels, demonstrating positive or negative feelings. When things go well this may be inspirational, but her negative reactions may be seen as overly emotional by some people. She has an optimistic view of the world and a positive view of others. She will tend to expend little energy worrying about being taken advantage of, and this could be a disadvantage in a highly political environment. Ms Explorer may generally appear self-assured and unworried. She is relatively confident in her abilities and performance, feeling apprehensive in very few situations. She may not fully attend to negative feedback, which could reduce her opportunities for learning. She is likely to be relaxed at times, feeling calm and patient, although in some situations she will feel more tense and driven to act. She may wish to consider which situations or people would make her feel more impatient.



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