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# Profile and Manager Feedback Report

**Ella Explorer**

18 July 2016

**CONFIDENTIAL**

## Introduction

This report should be used in conjunction with professional judgment. The statements it contains 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. The 16pf® Administrator's Manual contains background information on the material covered in this report.

## Response Style Indices

### Norm group

#### GB combined-sex (2011)

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

### Impression Management

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

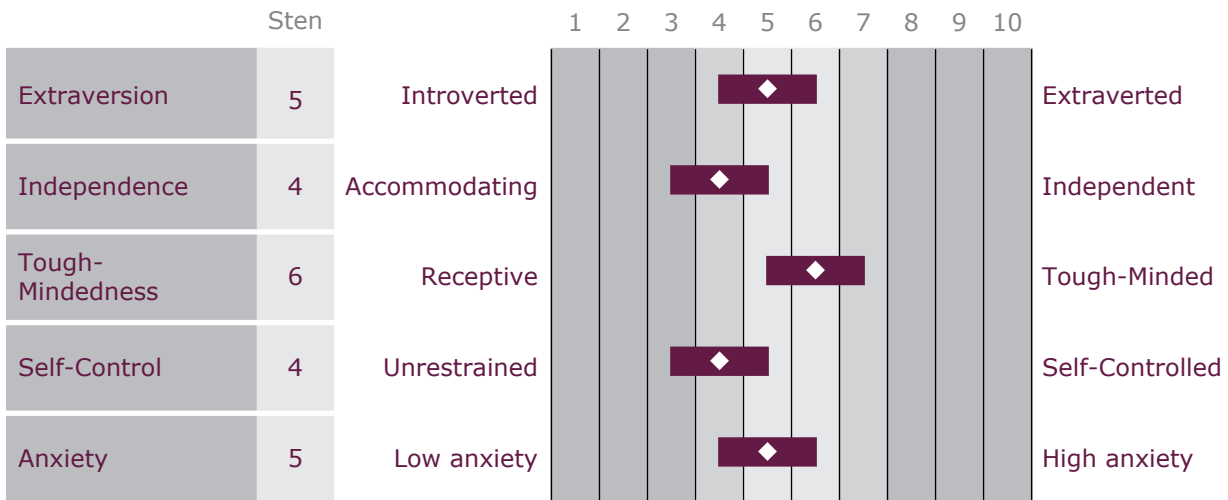
### Acquiescence

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

### Infrequency

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

## Global Factors



### Global Factor definitions

#### Extraversion

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

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

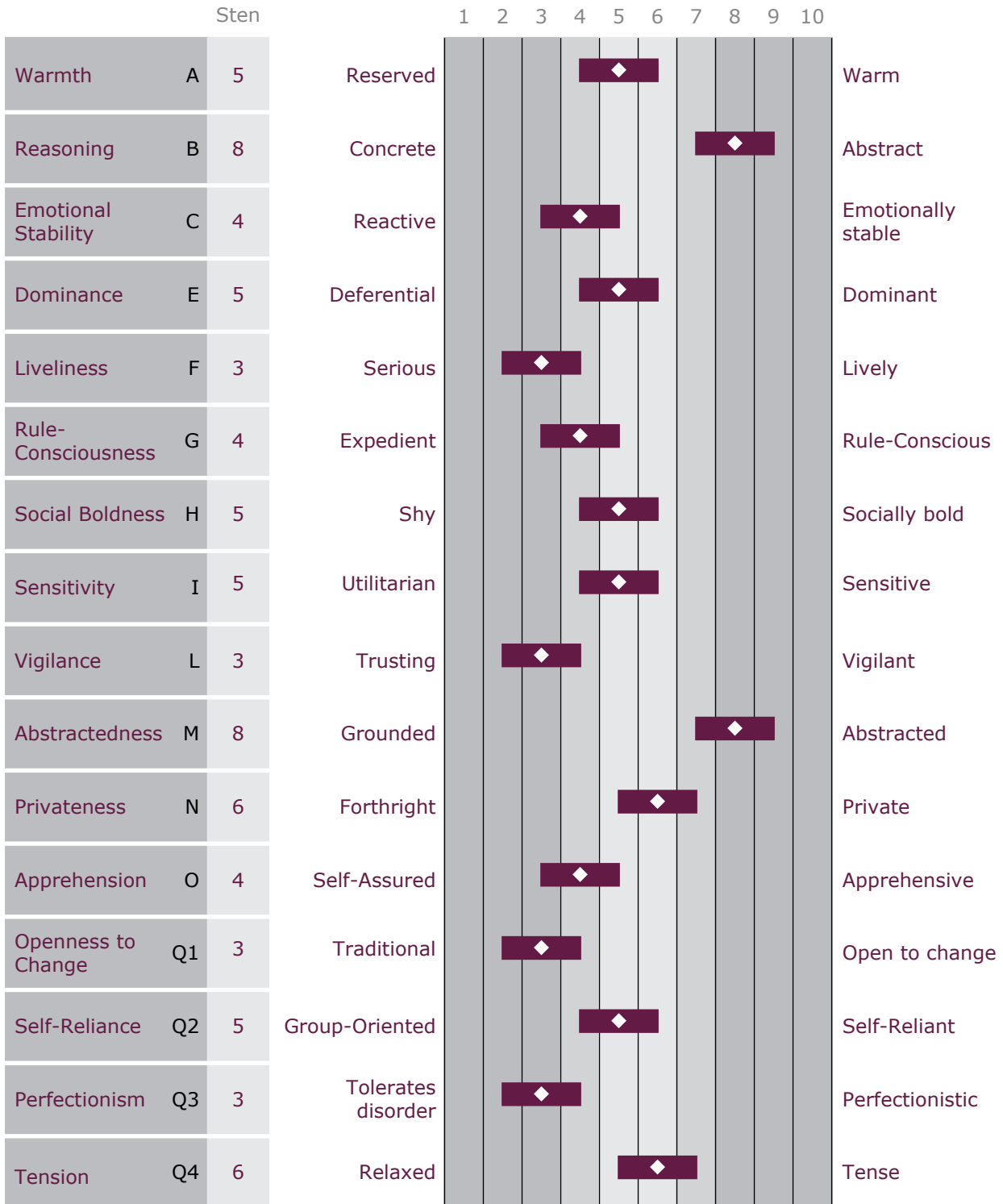
#### Anxiety

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



## 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.



Performance Assessment Network, Inc. (PAN)  
www.16pf.com

For UK, Europe and rest of the world:  
Clarendon House  
52 Cornmarket Street  
Oxford OX1 3JH UK

t +44 (0)1865-304053  
f +44 (0)1865-304001  
custservGlobal@panpowered.com

For North America:  
11590 N. Meridian Street, Suite 200  
Carmel, IN 46032 USA

t 317-814-8800  
t 877-449-TEST  
f 317-814-8888  
custserv@panpowered.com

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# Manager Feedback

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## 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.



Performance Assessment Network, Inc. (PAN)  
[www.16pf.com](http://www.16pf.com)

For UK, Europe and rest of the world:  
Clarendon House  
52 Cornmarket Street  
Oxford OX1 3JH UK

t +44 (0)1865-304053  
f +44 (0)1865-304001  
[custservGlobal@panpowered.com](mailto:custservGlobal@panpowered.com)

For North America:  
11590 N. Meridian Street, Suite 200  
Carmel, IN 46032 USA

t 317-814-8800  
t 877-449-TEST  
f 317-814-8888  
[custserv@panpowered.com](mailto:custserv@panpowered.com)

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