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# Comprehensive Insights Report

**Sample Tester**

**11 May 2017**

**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)**

### Impression Management

This individual chose more socially desirable responses than is typical. This may reflect an accurate self-portrayal, an overly positive self-concept, or a deliberate presentation of a favourable image.

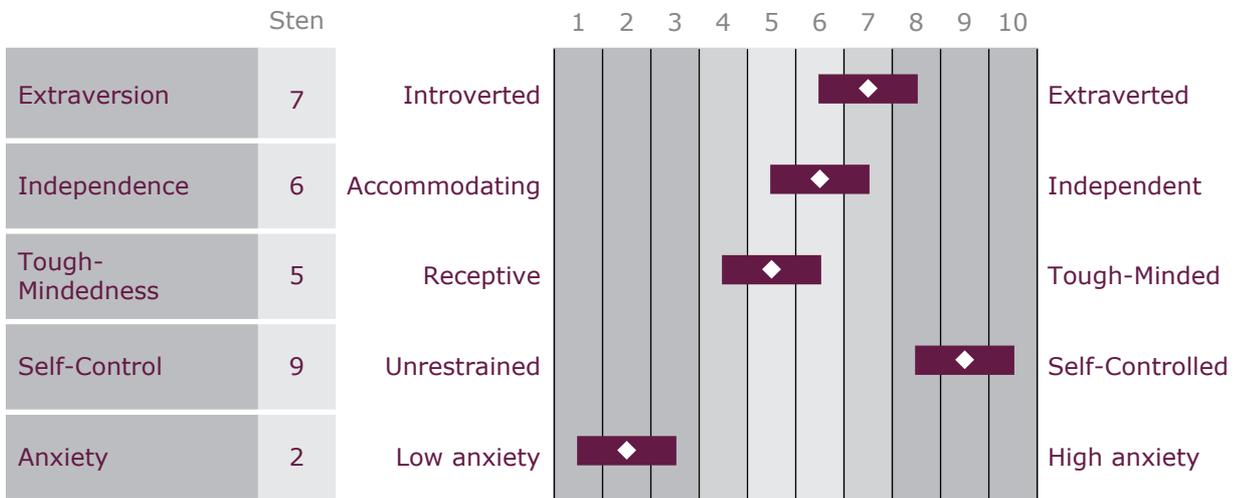
### Acquiescence

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

### Infrequency

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

## Global Factors



### Global Factor definitions

#### Extraversion

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

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

#### Independence

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

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

#### Tough-Mindedness

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

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

#### Self-Control

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

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

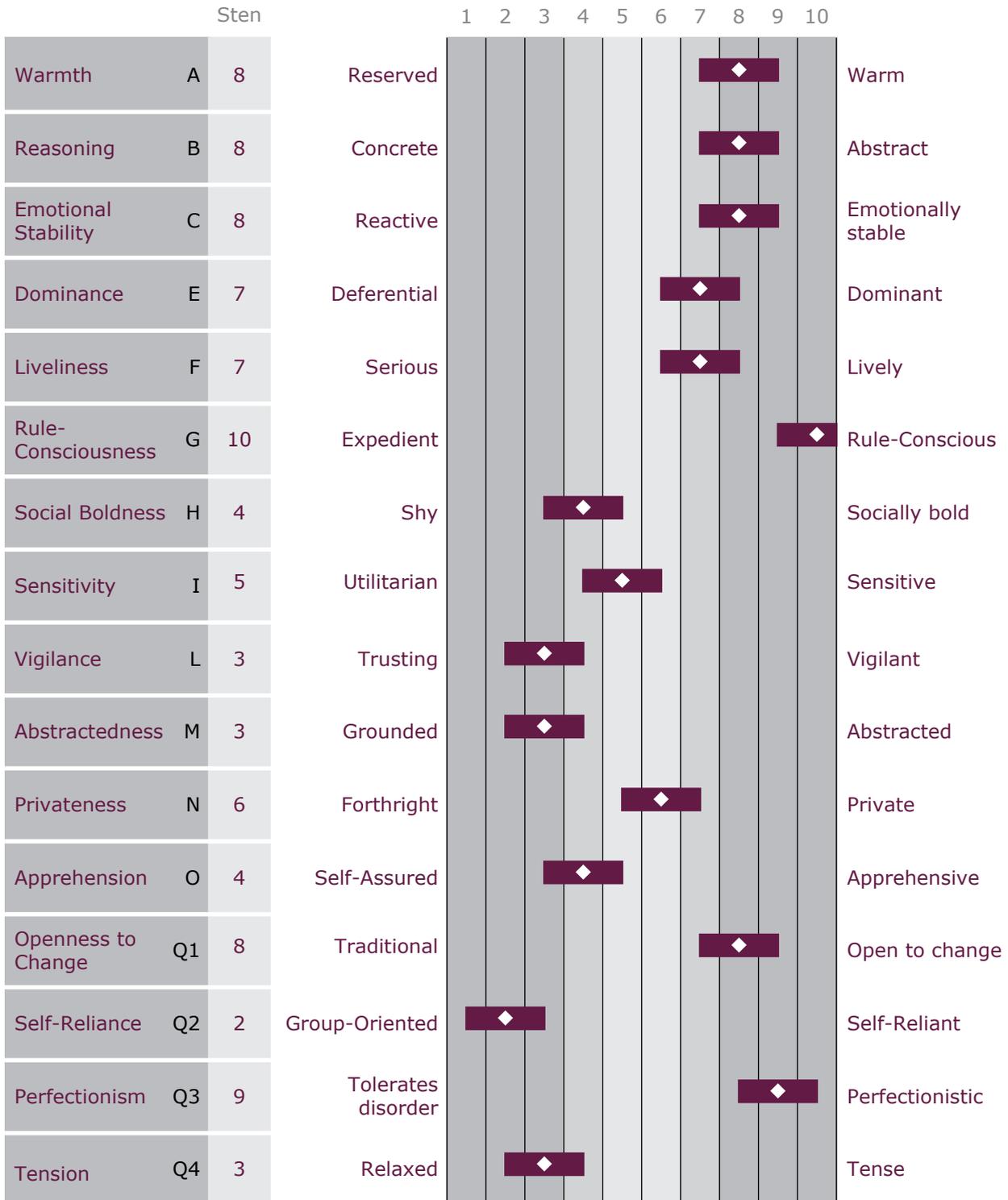
#### Anxiety

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

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

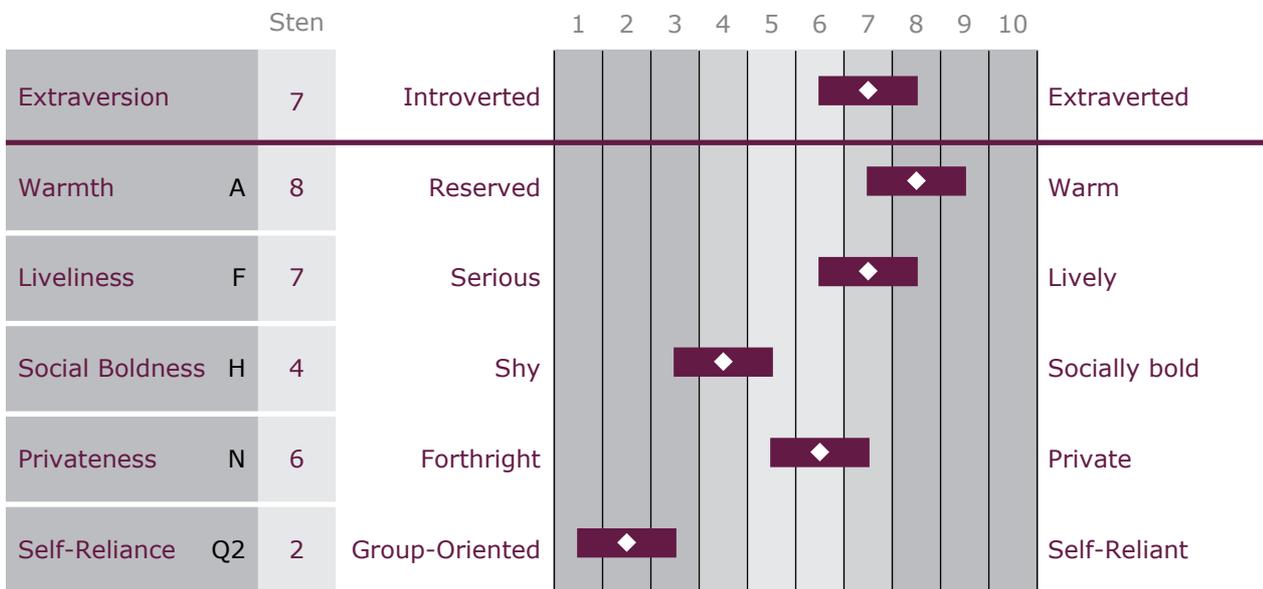
(-) Indicates a negative relationship between the Global and Primary Factor

## Primary Factors



## Relating to Others

### (Extraversion)



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

### Overview

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

He sees himself as someone who is usually comfortable being around other people. He will generally devote time and effort to developing and maintaining social relationships, although there may be some occasions or some people that discourage him from doing this.

In more detail, Mr Tester’s style is characterised by:

- A strong desire for warm and close relationships.
- A tendency towards spontaneity when speaking or taking action.
- A tendency to be ill at ease and to lack resilience in social settings.
- A likelihood of disclosing personal information only when it feels appropriate.
- A strong desire to spend time with others, to belong to groups and work in teams.

## Relating to Others: In-depth interpretation

### Initiating and developing relationships

It is likely that warm, close relationships are particularly important to Mr Tester, and he probably cares about and feels concern for people. Despite his natural warmth, Mr Tester may find it difficult to approach others and initiate relationships. It is probable that he will feel most discouraged in high-risk social situations, or where he feels he may face rejection. However, there may be less challenging situations where he is more sure of himself. Although he may wish to extend his circle of friends and meet new people, it is likely that he frequently lacks the confidence to do so. This inhibition of his natural style could result in frustration. He may be open and forthright about himself when he feels comfortable doing so. However, it is likely that he will be selective about the kind of information he chooses to reveal, restricting personal information to his closer friends, or to situations where he feels it is appropriate. At other times, he will attempt to forge relationships by encouraging other people to disclose personal information, and it is likely that his clear interest in and concern for others makes him an easy person to confide in. Although he is likely to want to forge close relationships, he may not always feel confident enough to do so. Some situations may make him feel intimidated, which could inhibit his natural warmth.

### Liveliness and excitement-seeking

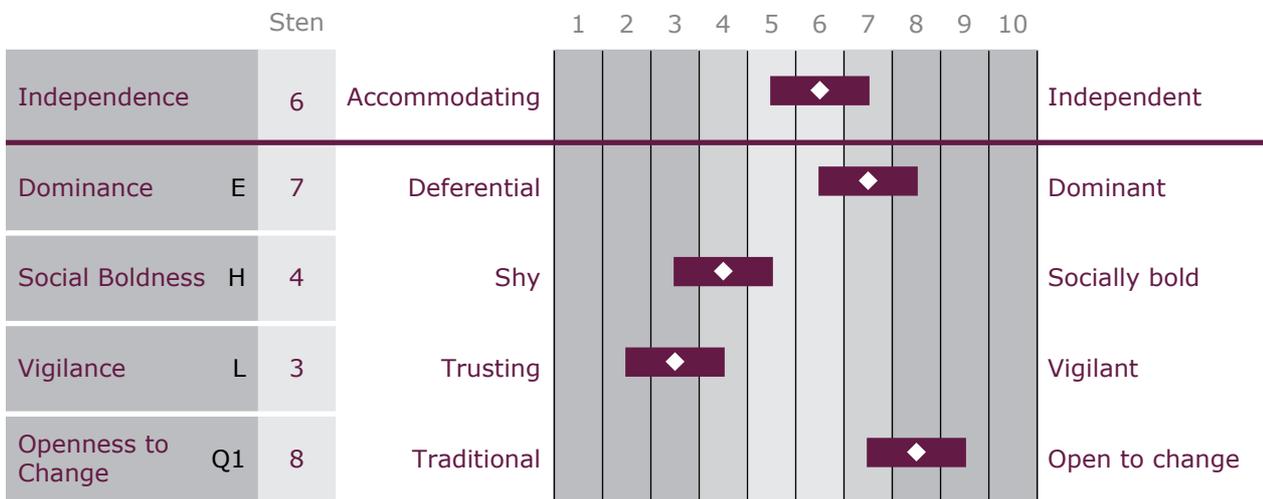
Mr Tester sees himself as lively and spontaneous; he is likely to bring a great deal of energy to his interactions, and may sometimes be inclined to speak or act without considering the consequences. He may well be gregarious and entertaining. However, his lack of confidence in social settings means that, while he wishes to be at the centre of the excitement and activity, he may not express or pursue this for fear of drawing attention to himself and appearing foolish.

### Social situations and work settings

Mr Tester will tend to feel most at ease among people he knows well; large groups of mostly unknown people are liable to make him feel uncomfortable, and he will not enjoy other people's attention. Speaking in front of others may therefore be difficult for him, and he may be challenged by situations where he is required to network and introduce himself to people. He prefers to be involved in group activities and enjoys working with others, seeking out companionship with people and eliciting their support and ideas. Whilst he is likely to be a good teamworker, he probably find it hard to work alone and make decisions independently, preferring to seek the collaboration of others. It is likely that such group activities may help to fulfil his need for close relationships with others.

## 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, Mr Tester's Influence and Collaboration profile can be described as follows:

He is likely to balance his need to influence with a willingness to accommodate others' needs and adapt to what is happening.

In more detail, Mr Tester's style is characterised by:

- A tendency to be assertive and wish to influence.
- A tendency to lack confidence in expressing opinions.
- A trusting attitude towards others and their views.
- A likelihood that he will experiment with new and different ways of doing things.

## Influence and Collaboration: In-depth interpretation

### Desire for influence

Although Mr Tester has a strong desire to assert his views, he may tend to be self-conscious, which could reduce his confidence in expressing himself to others. While he is likely to believe that he is right, there are probably some situations where he feels intimidated or anxious, and this is likely to inhibit him and cause him to give way to opposition. If he finds himself disagreeing with a decision or course of action, he is most likely to resist in silence, or wait until he is able to express his opinion in private or in a smaller group. Despite wishing to assert himself and influence others, he is still likely to be concerned about how his views affect others. If he feels that he is right, concerns about the outcome of his ideas on others may not motivate him to change his mind, even if other people are upset. However, he will probably try to mitigate any negative impact on others.

### Independence of thought

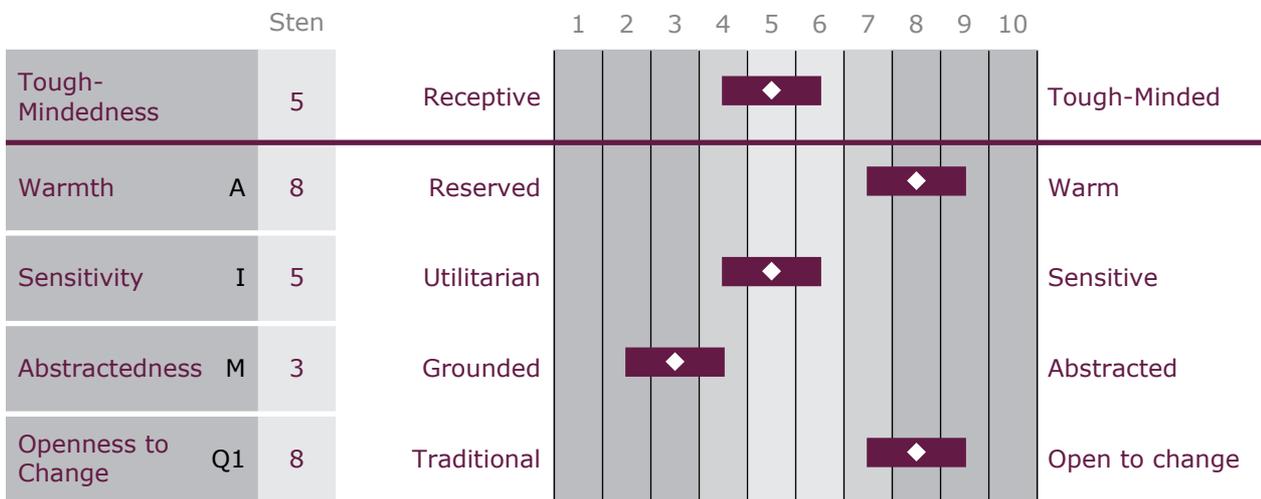
Although Mr Tester is likely to forcefully express his point of view, he tends to be tolerant of opposition, accepting what people say at face value, and without questioning their motives. While he will fight to get his opinions accepted and may come across as confrontational, once the discussion is over, he is unlikely to harbour any resentment towards those opposing him. Despite his trusting attitude towards others, he is unlikely to be easily swayed by opposing arguments, even though there may be times when his lack of social confidence makes it hard for him to actually state his views. He may occasionally experience some tension between his wish to influence and his self-consciousness around others. In addition, he could appear uncertain about his opinions even when he is clear about them in his own mind.

### Seeking new experiences and challenges

Mr Tester's enthusiasm for new ideas, experiences and ways of doing things will contribute to his tendency to think independently. However, despite his receptivity, it is possible that if he feels uncomfortable or self-conscious, he may be less eager to participate in novel activities. New experiences that require him to meet or spend time with people he does not know are unlikely to appeal to him. In addition, he may share his opinions about new ideas and encourage others to try new experiences and new ways of doing things. When Mr Tester attempts to influence his environment, he will probably do so within a set of rules and regulations, following them carefully.

# Thinking Style

## (Tough-Mindedness)



Thinking Style concerns the ways in which an individual processes information and makes decisions; that is, the extent to which they will take an objective and unsentimental approach, have a practical and concrete focus, and value the status quo, compared to the extent to which they will be interpersonally sensitive, subjective and interested in new ideas and experiences.

### Overview

At a broad level, Mr Tester's Thinking Style can be described as follows:

He is likely to prefer to balance an interest in theories and concepts with a practical, realistic focus. He probably has some perception of the impact he has on others. There may be some situations where he is comfortable using his emotions and intuitions to make sense of the world, and others where he prefers to take a more rational approach.

In more detail, Mr Tester's Thinking Style is characterised by:

- A strong likelihood that he will consider people rather than tasks when making decisions.
- A preference for using both objective logic and subjective impressions when making decisions.
- A strong likelihood that he will focus on practical, concrete detail.
- An enthusiasm for new ideas and approaches.

## Thinking Style: In-depth interpretation

### Taking in information

Mr Tester is likely to focus on concrete, practical realities, taking note of details and facts. Firmly rooted in the here-and-now, he may find it harder to step back and focus on larger, conceptual issues. He sees himself as someone who prefers to take action rather than theorise. However, he runs the risk of not taking enough time to reflect on the broader picture. He is likely to be attuned to other people's needs and feelings. When faced with difficulties he will tend to focus on what can be done to help them immediately, rather than think beyond their present behaviour to understand the underlying issues.

### Making decisions

When solving problems and making decisions, Mr Tester is likely to incorporate a combination of subjective and objective information. It may be that particular situations determine whether he relies more on his feelings or on objective logic, or it is possible that his customary style is to consider both. Since he also tends to care very much about the impact of his decisions on others, it is likely that he will attempt to manage their responses by understanding their feelings, especially when taking tough decisions. He generally strives to be flexible in his decision-making; open to different ideas and ways of doing things. His decisions may sometimes involve some degree of risk-taking. Mr Tester usually strives for practical and realistic ways of dealing with life and its problems. He is likely to pay attention to the everyday aspects and requirements of situations.

### Creativity and change

Mr Tester is likely to experiment with new ideas and approaches in problem situations. He is probably open to new ways of doing things and he welcomes change, anticipating future problems and being proactive about solving them. He sees himself as having a questioning approach, naturally noticing how things could be improved; however, he could overlook the positive aspects of current methods, rejecting traditional approaches without proper consideration. His preference for change is likely to manifest itself as a concrete focus on how ideas will be put into practice, and he will probably have little time for theoretical ideas with no practical application. He sees himself as generally preferring to act rather than think.

### Problem-solving

Mr Tester's responses to the reasoning questions indicate that he is at ease with problems and situations that involve abstract reasoning and conceptual thinking. He can probably quickly see how ideas fit together, and is likely to be a fast learner. He sees himself as curious about events in the world around him. Since he is likely to be intellectually inquisitive, and to enjoy learning from lectures and books, he will tend to have a wide variety of interests, and will probably seek knowledge for its own sake. He is likely to enjoy problems that require a logical, practical and planned problem-solving approach.

## 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, Mr Tester's Structure and Flexibility style can be described as follows:

He tends towards a controlled and structured approach most of the time.

In more detail, Mr Tester's style is characterised by:

- A high concern for planning, persistence and perfectionism.
- A likelihood to dutifully follow convention, rules, regulations and group standards.
- A tendency to be enthusiastic, energetic and fun-loving, with more caution in some situations.
- A practical and grounded thinking style.

## Structure and Flexibility: In-depth interpretation

### Planning and organising

Mr Tester reports a high concern for planning, persistence and perfectionism both in his work and life outside the workplace.

### Attitude to rules and regulations

Mr Tester describes a likelihood to dutifully follow convention, rules, regulations and group standards. He has a strong sense of responsibility and self-restraint. He also may have fairly strong beliefs as to what is right or wrong in most situations. Therefore he generally holds to rather strict standards in the hope that others will think well of him.

### Levels of dynamism, caution and flexibility

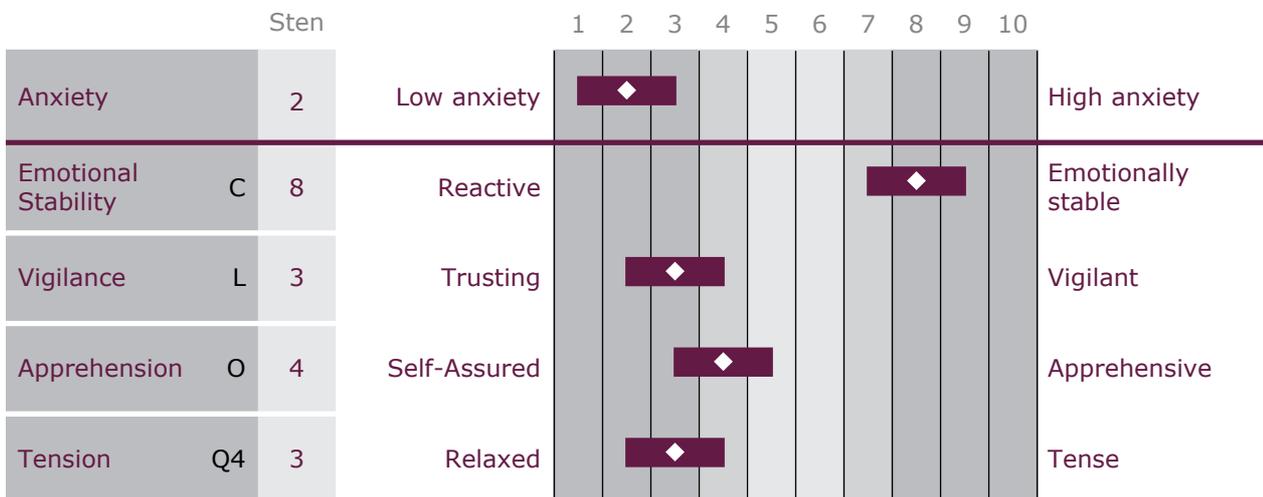
Mr Tester's responses to the questionnaire suggest a tendency to be enthusiastic, energetic, carefree and fun-loving. He might be a little more cautious in some situations, for example, those which are less familiar or more important to him. He may be encouraged to be cautious rather than impulsive by his observance of rules and regulations and practical and grounded thinking style.

### Degree of focus

Mr Tester reports a highly practical thinking style. He is likely to focus on directly observable, practical, detailed and factual things, and to have a realistic, sensible and down-to-earth approach.

## Management of Pressure

### (Anxiety)



Management of Pressure concerns the characteristic ways in which an individual experiences and copes with stress. It focuses on four areas: how calmly the individual deals with life's demands; how trusting they are of other people; their level of self-criticism and their physical tension. It is important to note that an individual's profile on this scale may be based on general state of mind, or it could reflect what is going on in their life when they complete the questionnaire.

### Overview

At a broad level, Mr Tester's Management of Pressure style can be described as follows:

He sees himself as calm and relaxed. He is not likely to show signs of tension and stress.

In more detail, Mr Tester's style is characterised by:

- A strong likelihood to deal calmly with life's demands.
- A trusting attitude towards others.
- A typically confident attitude with little inclination towards self-criticism and blame.
- A low level of physical tension.

## Management of Pressure: In-depth interpretation

### General level of anxiety

Mr Tester sees himself as very much able to cope with life's demands, feeling capable of dealing with problems and difficulties rather than reacting with a display of negative emotion. He is likely to be resilient and persistent, and to view frustration and setbacks as a normal part of life. However, as he generally comes across as calm and unflappable, other people may at times get the impression that he does not fully appreciate the seriousness of a given situation. He prefers to control the influence of emotions on his behaviour and focus on practical facets of life in his relationships. Mr Tester has an optimistic view of the world, tending to believe the best of people unless there is evidence to the contrary. He is likely to assume that others are sincere in what they say and do, which implies that he may be surprised when hidden agendas emerge. He is likely to have little appetite for organisational politics, expecting fair treatment and honesty from others as a default. If he is disappointed by people, however, it is unlikely to seriously affect his belief in his ability to cope with life's demands. Mr Tester reports little physical tension, and he is likely to come across as calm and composed. In this sense, he could be very easy to get along with. Although his relaxed attitude could indicate a steady and level-headed approach to his work, it is also possible that he may be perceived by others as lacking in drive or motivation.

### Sources of anxiety

Mr Tester's tendency to believe that he is equal to most problems and difficulties indicate that there is probably little that causes him to feel anxious. It may be useful to explore with him whether there are any particular areas or situations that cause him to feel stressed.

### Self-criticism and self-assurance

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

### Expression of stress

When Mr Tester does experience pressure he is unlikely to display irritation, as he tends to feel equal to most problems and difficulties. Although this could indicate a level-headed approach to coping when things go wrong, it is possible that he may not always convey the seriousness of a given situation.

### Coping strategies

Although Mr Tester indicates that he currently feels in control of life's demands, it may be helpful to discuss with him whether there are occasions when this is not the case and how he copes when this happens. He will probably prefer to ask others for help in solving work-related problems and difficulties.

## Strengths

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

### Relating to Others

- Mr Tester's desire to form warm and close relationships means that he is likely to be seen as a caring and sympathetic individual, and he is likely to work and interact well with others, responding to their needs and providing help and support.
- He reports a balance between liveliness and caution, implying that while he will probably be seen as enthusiastic and energetic, he is also able to constrain his behaviour when necessary, and to focus on a particular person or project.
- His typical level of social confidence implies that he will probably manage most social situations without feeling intimidated.
- Since he is likely to be selective about when and to whom he reveals personal information, he is unlikely to compromise himself by revealing such information inappropriately, and may even be quite shrewd in the way that he manages his public image. However, he is not so reticent that he is unable to share issues and problems when he needs to.
- His preference for being with others implies that he will be a good teamworker and democratic decision-maker, canvassing feedback for his decisions and activities.
- His warmth and his enjoyment of others' company is likely to mean that he will be seen as friendly and easy to get along with.

### Influence and Collaboration

- Mr Tester's comfort with expressing his views is usually likely to come across as assertive rather than domineering. He probably experiences few difficulties in making himself heard and in getting others to take his ideas seriously.
- It is likely that there are a range of situations in which he feels confident in his beliefs and in expressing his views. Since he is likely to spend some time noticing how other people react and feel, he may have a good idea as to what upsets and offends others. This is likely to help him work out in advance how his own opinions are likely to be received.
- His tendency to trust others may encourage people to express their opinions to him and feel confident that they will be heard.

### Thinking Style

- Mr Tester's tendency to focus on people rather than on the task implies that he will tend to consider other people during his decision-making, and attempt to manage the impact on them.
- He indicates a potential inclination towards combining both objective and subjective information in his decision-making, which means that he is unlikely to focus too heavily on either feelings or dry, logical considerations.
- His practical, concrete focus is likely to make him suited to any situation that requires close attention to detail and an orientation towards action.
- His tendency to embrace change implies that he is well disposed to continual improvement.
- In addition, he is likely to welcome the future rather than fear it, and may be proactive about solving problems.
- His concern for others, combined with his practical focus, implies that he will want to solve people's problems through proactive and practical action.

- He is likely to be open to and tolerant of a wide variety of people.
- Although he is generally oriented towards change, his focus on its practical and concrete elements is likely to inhibit him seeking change for its own sake, and to help him in developing practical ways of implementing and responding to change.

## Structure and Flexibility

- Mr Tester is likely to strive to achieve high standards, working towards expectations placed on him in a dutiful and responsible manner.
- He is likely to be keen to observe standard operating procedures, and to adhere to guidelines. This style means that it is unlikely that he will disregard rules or regulations relating to externally sanctioned standards, such as those involving quality or safety.
- Mr Tester is likely to operate in a systematic, thorough and organised manner, and will be unlikely to leave things to chance.
- Driven to achieve high personal standards, he is likely to make efforts to plan his work thoroughly and to be personally organised.
- His energy, spontaneity and excitement could serve as a catalyst for starting new ideas or projects.
- Down-to-earth and realistic in outlook, his pragmatic approach is likely to focus on the immediate practical realities of any situation, and he is unlikely to engage in unfounded speculation.
- Organised and thorough, he is likely to seek variety in responsibility, but will nevertheless make efforts to achieve high standards in each of the projects for which he is responsible.
- Thorough and realistic in his approach to planning and delivery, he is likely to plan activities to a high level of detail.

## Management of Pressure

- Mr Tester is likely to take most problems and challenges in his stride, dealing with difficult situations with a positive and resilient approach; he is likely to keep setbacks in perspective. He is unlikely to lose a sense of proportion about the problems he faces, and will probably take proactive steps when addressing his difficulties.
- He reports a healthy balance between being reasonably self-assured, and being open-minded about learning from feedback. He is therefore likely to take responsibility for his mistakes, and will potentially learn from such mistakes.
- He reports a highly relaxed attitude, and is likely to feel that he has enough time available to him to carry out all of his responsibilities, without feeling the need to rush or behave in a frantic or impatient manner. This relaxed attitude, coupled with the sense of having enough time, is likely to be a strength in helping him to cope with pressure and with life's demands, and he is unlikely to behave in an irritable or impatient way towards others.
- He is likely to regard others as sincere and genuine, and by demonstrating this attitude he may encourage them to adopt a similarly trusting attitude towards him. This may assist him in building relationships and establishing trust and rapport. Furthermore, if he is feeling stressed or worried, he may be more likely than others to seek support by confiding in people.
- His tendency to invest time and effort in building and maintaining friendships, and the importance that he attaches to interpersonal relationships suggests that he is likely to have a well-developed social support network. This is likely to be an advantage during difficult times.
- Mr Tester's relaxed and self-assured nature suggests that he will probably not worry too much about the consequences of his actions. He is therefore likely to act with a high degree of spontaneity, fun and energy.
- One advantage of Mr Tester's resilient and pragmatic character is that he is likely to take practical steps to directly address the problems he faces. Furthermore, he is likely to focus on factors that are within his control, and which can realistically be addressed, rather than worrying about things that are outside of his sphere of influence.

## Development tips

The following suggestions are based on Mr Tester's scores on his individual Primary Factors. They are not intended to be exhaustive; he 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 his abilities, skills, knowledge and experience. Since they are not tailored to his particular role or situation, they may not all be relevant. A comprehensive view of his development needs should consider other factors as well as personality and should be appropriate for his role or development path.

### Relating to Others

- Mr Tester's need for close relationships and warmth implies that he may find it hard to work in harsh and critical environments, and his need to be liked might make it difficult for him to implement tough decisions or actions. He may benefit from maintaining more of a distance in some situations, without feeling that he is being harsh or unkind.
- His need for social interaction and group membership is likely to make it feel very unnatural for him to work and make decisions independently. He is likely to benefit from ensuring that his work allows plenty of opportunities for group working and collaboration, even if he sometimes has to spend time on his own. Improving his independent decision-making ability is likely to help him develop his career, especially if he is hoping to progress to positions of responsibility.
- His need for social interaction and close connections with others implies that he will find it very hard to work alone, or in critical or uncaring environments.

### Influence and Collaboration

- There may be occasions when he lacks the confidence to express his views. It may be helpful for him to consider which situations make him feel and behave this way, and to think of how he might develop and improve his confidence.
- His tendency to trust others may mean that he is too easily influenced, as he may not recognise when other people have ulterior motives. He 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 his trusting nature.
- He may be so focused on new ideas and improvements that he could reject what is good in current ways of doing things. A fast-moving environment with plenty of opportunities to enact new ideas or methods is likely to suit him better than a slow-moving environment, where he may feel restricted. He may also find it helpful to consider more thoroughly the costs and benefits of changing from the current way of doing things before he rejects existing methods.

### Thinking Style

- If he is too concerned with how other people are affected by his decision-making, it could make it very hard for him to make and implement tough decisions. In such situations, he may find it helpful to consider ways of communicating the decision and minimising its impact.
- His practical focus could mean that he becomes embroiled in detail and fails to see the bigger picture. He is likely to be best suited to roles and situations that value and reward his detail focus and his awareness of the immediate environment.
- His tendency to embrace change may imply that he seeks change for its own sake. He may find it helpful to consider what might be valuable and worth retaining in more traditional ideas and methods.

## Structure and Flexibility

- In situations where standard operating procedures are unlikely to apply, Mr Tester may benefit from considering taking more flexible or expedient routes to reach his objective.
- When operating within ambiguous parameters, or under conditions of ongoing change, Mr Tester may benefit from taking a more flexible approach to the way he plans and manages his work.
- At times the excitement of new possibilities may result in him acting without sufficient forethought, or taking unnecessary risks. Where this is the case, he may find it helpful to think things through a little more carefully, or to consult others about his ideas before acting.
- Tending to focus on the immediate, practical realities of a given situation, he may at times overlook the wider ramifications, or allow short-term practical obstacles to prevent him from taking decisions that may have long-term benefits. He may find it helpful to step back from the situation and consider the longer-term picture, and to remind himself that the most immediate issues are not necessarily the most important ones.
- His strong focus on thoroughness, high standards and forward planning, along with his need for variety, may mean that he takes on a wide range of responsibilities. However, he may then feel a need to deliver each of these responsibilities to a very high standard, causing him to possibly over commit himself, and then become inflexible in the face of changing circumstances. He may find it helpful to prioritise, and to focus his efforts on the most important activities, rather than allowing his enthusiasm and positive outlook to lead him to take on too much.
- Given his highly structured and thorough approach, other people could at times find him rather inflexible or pedantic about seemingly minor details, and slow to acknowledge or react to changing circumstances that do not fit with the plans he has made. Where this is the case, he may find that he could potentially become even more productive by doing things as well as is possible rather than completely perfectly, and by accepting that his plans will sometimes need to be modified due to changing circumstances.

## Management of Pressure

- Mr Tester probably feels more able to cope with life's demands than most, so it may help him to understand that during challenging times, those around him may be experiencing more difficulties in coping than he is himself. Where this is the case, it may be helpful for him to remain conscious of the need to demonstrate concern and support for others, even when he himself does not feel that he requires a similar level of support.
- Compared to most people, Mr Tester reports typical levels of self-confidence and self-assurance. It may be helpful for him to identify times when he is attributing his successes and failures to himself or to external factors. By considering how appropriate these attributions are, he could strike the right balance between maintaining a positive self-esteem whilst remaining realistic about his strengths and development needs.
- Mr Tester reports experiencing a lower level of physical tension and sense of time urgency than most people. He may wish to consider the impact that this creates, as others may sometimes see him as a little too relaxed. He may find it helpful to attempt to demonstrate a greater sense of urgency, so that others feel that he is treating the immediate situation sufficiently seriously.
- He is more likely than most people to assume that others are sincere and genuine. It may be helpful for him 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, he may want to question people's motives to a greater extent than he currently does.

## Feedback prompts

The following questions are suggested prompts for a feedback interview with Mr Tester. They are based on his 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 Mr Tester. 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

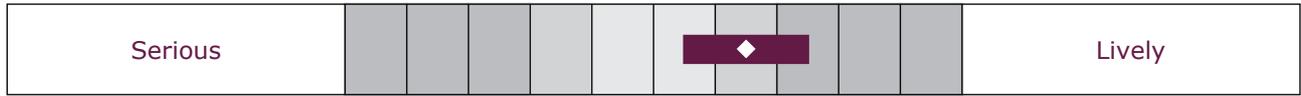
#### Warmth



- When have you had to give difficult feedback?
- When is it beneficial to form close relationships?
- Are there any situations in which you will retain more detachment?
- How do you manage situations where your contact with others is limited?
- How do you cope when you have to be objective?

Notes

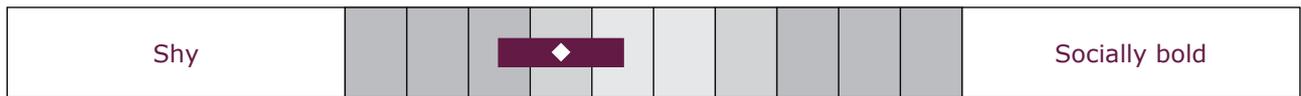
**Liveliness**



- In what situations are you likely to be lively and spontaneous?
- When are you likely to be more subdued?
- How does your enthusiasm express itself?

Notes

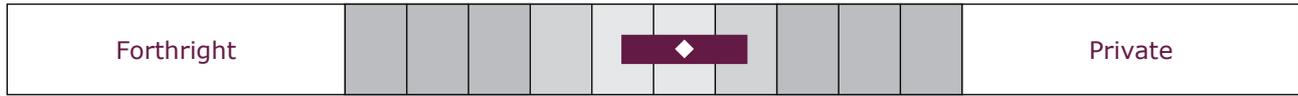
**Social Boldness**



- 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**



- How do you feel if you have to spend extended amounts of time on your own? How is your performance affected?
- Does your current role allow plenty of opportunities for teamworking?
- When was the last time you had to make a decision swiftly on your own? How did this make you feel?

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

Notes

## Thinking Style

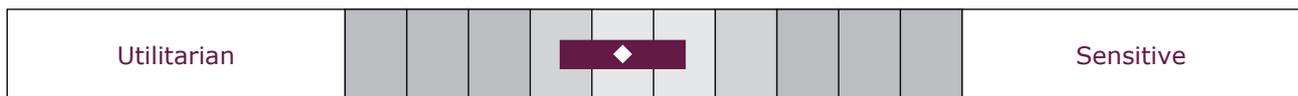
### Warmth



- Have you had to make or implement decisions that had harsh consequences for others?
- What are the advantages and disadvantages of taking feelings 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**



- Are there times when you put practical details to one side and ponder more abstract ideas or broad overviews of a situation?
- What are the advantages and disadvantages of being focused on the here and now?
- How easy do you find it to think of new or future possibilities?

Notes

**Openness to Change**



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

Notes

## Structure and Flexibility

### Liveliness



- In what situations would you feel comfortable making very quick decisions, and in what situations would you want more time to think things over?
- Have there been times when you have not made a decision early enough or have failed to grasp an opportunity because you were too busy thinking it over?
- How do you feel about fast-paced and varied work schedules?

Notes

### Rule-Consciousness



- Are there circumstances under which you would break or bend a rule?
- What set rules do you have to follow or uphold at work?
- Are there disadvantages in following rules carefully?

Notes

### Abstractedness



- How do you consider how your own pieces of work fit into a broader picture, for example in relation to the work of others, a group, or an organisation as a whole?
- Are there times when you find yourself deep in thought, and you forget your surroundings?
- How do you ensure that you look at the broader needs of a project or piece of work?

Notes

### Perfectionism



- Are there any situations where you prefer to be less organised, or leave things more to chance?
- Have you ever set standards for others that they have found hard to live up to?
- How do you regard people who are less organised than you? How do you work with them?
- How do you feel when unexpected events challenge your plans?

Notes

## Management of Pressure

### Emotional Stability



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

Notes

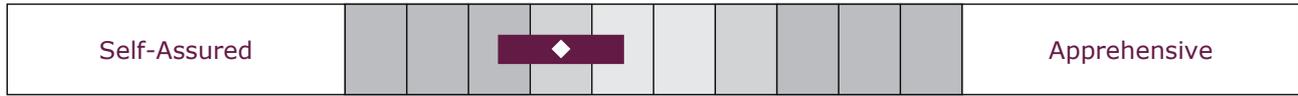
### Vigilance



- 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



- Are there any situations that cause you to feel tense?
- When is a relaxed approach beneficial in your work?
- Are there areas of your life in which you are exceptionally driven to succeed?
- Do you think there are any disadvantages to feeling relaxed?
- Are there any situations that cause you to lose your patience?

Notes

## Response Style Indices

### Impression Management

- Your responses to the questionnaire suggest that you have answered the questions with a concern to present a positive and socially acceptable image of yourself.
- Why do you think this may have happened?
- Do you think that this might have affected how the results have come out?
- How concerned are you that others see you in a positive light?

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

### Summary statistics:

Number of a-responses	= 96 out of 170 (56%)
Number of b-responses	= 0 out of 170 (0%)
Number of c-responses	= 74 out of 170 (44%)
Number of missing responses	= 0 out of 185 (0%)

Factor	A	B	C	E	F	G	H	I	L	M	N	O	Q1	Q2	Q3	Q4	IM	IN	AC
Raw scores	18	13	18	16	16	22	4	10	8	2	14	8	22	2	20	6	24	0	60
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

**Sample Tester**

**11 May 2017**

**CONFIDENTIAL**

## Introduction

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

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

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

Please note:

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

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

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

## Candidate Feedback

### Relating to Others

You see yourself as someone who seeks out opportunities to build close personal relationships and to get to know others. You are likely to express a lot of interest in people and will probably want to get to know them well, probably by asking a lot of questions to gain a deeper understanding of them. You are likely to be lively and animated. Others may see you as keen on fun and excitement. Although you will be more careful and serious in some settings, you will generally seek out opportunities for enjoyment. You may find many social situations uncomfortable, in particular those where you are trying hard to make a good impression. In these settings you could come across as withdrawn and shy, and will be sensitive to what others think. In situations where you have previous experience, or where you are surer of your role, you may feel less threatened and may appear more confident. 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 probably enjoy working collaboratively with others, and will seek opportunities to cooperate and gain support or advice. This will be an advantage in situations where it is important to make the most of the skills and experiences of a wide variety of people. However, you may find it more difficult to work alone, or in situations where you do not feel a sense of shared identity.

### Influence and Collaboration

You appear to seek opportunities to influence the world around you and will be resolute in your views and ideas. You will enjoy situations where you feel you have control over events or people. You may be willing to defer when you do not have a strong opinion, or when you respect someone in a leadership role. You may find it relatively uncomfortable to directly state your opinions or to attempt to influence others. As a result you may only do this in situations where the matter under discussion is an area of your expertise, where you feel particularly strongly, or when you are among people you know well. 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 ideas that challenge the status quo and offer opportunities for improvement. You may get frustrated in slow-moving environments and could potentially overlook what is currently good in traditional, established methods.

### Thinking Style

You probably see consideration for people as fundamental in making decisions. This concern for people is likely to drive your thinking, which means that you will probably find it difficult to take unpopular decisions. You are likely to find it difficult to work in an impersonal manner, as you usually seek out close relationships with colleagues and clients. 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 probably find it comfortable to focus on tangible details, and are alert to the practicalities of the world around you. You will enjoy working with immediate, measurable tasks, but may miss the broader implications of the specific information that you have.

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

## Structure and Flexibility

You are generally spontaneous. You may be relatively animated and excited, preferring to think and act swiftly. You are probably less comfortable in situations where you have to focus on one area in depth. You will probably place a high value on society's rules, norms and expectations, and could act as their custodian, upholding standards and respecting authority. You are unlikely to ever break rules, seeking instead to change those that you consider unfair. You enjoy taking a grounded and practical approach. You will probably focus on immediate issues, and are unlikely to be distracted by other thoughts. This will be an advantage in situations where focused attention is required, although it is possible that you will miss wider implications or patterns outside the immediate area of focus. You are likely to be organised. You are probably most happy in situations where you can see what needs to be done and are given the opportunity to plan ahead. You probably cope with shifting circumstances by careful planning, although you may sometimes be seen as inflexible because of your need to achieve high standards.

## Management of Pressure

You see yourself as able to cope with the obstacles that you encounter in life. You are unlikely to respond emotionally to the ups and downs in your life, and will be seen as mature and calm. However, you may not be willing to admit to yourself that you are affected emotionally by events, and others may see this calm approach as a lack of engagement. You 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 laid-back and content. You are unlikely to feel the need to act immediately, and will perform best in environments where it is important to be relaxed and patient. You will probably come across as easy-going, but it is possible that you could sometimes be seen as lacking in motivation.



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# Manager Feedback

**Sample Tester**

**11 May 2017**

**CONFIDENTIAL**

## Introduction

This report summarises Mr Tester'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.

Mr Tester's responses have been compared with those of a large number of people who have also taken the questionnaire. The statements therefore summarise how he 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 Mr Tester's description of his own personality and behaviour, which may not necessarily reflect the way other people see him. The accuracy of the results is therefore dependent on his openness in answering the questionnaire, and upon his level of self-awareness.
- The report describes his likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about his 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

Mr Tester probably seeks out opportunities to build close personal relationships and to get to know others. He is likely to express a lot of interest in people and to want to get to know them well by asking a lot of questions in order to gain a deeper understanding of them. He is likely to be quite lively and animated. Others may see him as keen on fun and excitement. Although he will be more careful and serious in some settings, he will generally seek out opportunities for enjoyment. Mr Tester may find many social situations uncomfortable, in particular those where he is trying hard to make a good impression. In these settings he could come across as more withdrawn and shy, and will be sensitive to what others think. In situations where he has previous experience, or where he is surer of his role, he will feel less threatened and may appear more confident. He is open with information about himself in some situations, sharing deeper aspects of his thoughts and feelings. At other times he will feel more comfortable withholding this information and relating on a more superficial level. He probably enjoys working collaboratively with others, and will seek opportunities to cooperate and gain support or advice. This will be an advantage in situations where it is important to make the most of the skills and experiences of a wide variety of people. However, he may find it more difficult to work alone, or in situations where he does not feel a sense of shared identity.

### Influence and Collaboration

Mr Tester seeks opportunities to influence the world around him and will be resolute in his views and ideas. He will enjoy situations where he feels he has control over events or people. He may be willing to defer when he does not have a strong opinion, or when he respects someone in a leadership role. He may find it uncomfortable to directly state his opinions or to attempt to influence others. As a result he may only do this in matters that are areas of his expertise, where he feels particularly strongly, or when he is among people he knows well. Mr Tester is likely to be optimistic about people: he believes that others generally have good motives and that they can be trusted. In this respect he will be seen as easy to get on with, and his optimism may bring out the best in others. However, it is possible that he may overestimate the good intentions of others in aggressive or competitive environments. He prefers ideas that challenge the status quo and offer opportunities for improvement. He may get frustrated in slow-moving environments and could potentially overlook what is currently good in traditional, established methods.

### Thinking Style

Mr Tester sees consideration for people as fundamental in making decisions. This concern for people will drive his thinking, which may mean that he has difficulty taking unpopular decisions. He is likely to find it difficult if he is forced to work in an impersonal manner, as he usually seeks out close relationships with colleagues and clients. He is likely to consider both the logical and emotional aspects of decisions. In some situations he may favour a more detached, objective approach, whereas in others he will consider the importance of his feelings and values. Mr Tester is likely to focus on tangible details, and is alert to the practicalities of the world around him. He will enjoy working with immediate, measurable tasks, but may miss the broader implications of the specific information that he has gathered.

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

## Structure and Flexibility

Mr Tester is generally spontaneous. He may be relatively animated and excited, preferring to think and act swiftly. He will be less comfortable in situations where he has to focus on one area in depth. He will probably place a high value on society's rules, norms and expectations and will act as their custodian, upholding standards and respecting authority. He is unlikely to ever break rules, seeking instead to change those that he considers unfair. He may be seen as rigid or inflexible due to his clear view of right and wrong. Mr Tester enjoys taking a grounded and practical approach. He will probably focus on immediate issues and is unlikely to be distracted by other thoughts. This will be an advantage in situations where focused attention is required, although it is possible that he will miss wider implications or patterns outside the immediate area of focus. Mr Tester is likely to be organised. He is probably most happy in situations where he can see what needs to be done and is given the opportunity to plan ahead. He probably copes with shifting circumstances by careful planning, although he may sometimes be seen as inflexible because of his need to achieve high standards.

## Management of Pressure

Mr Tester sees himself as able to cope with the obstacles that he encounters in life. He is unlikely to respond with a negative display of emotion to the ups and downs in his life, and will be seen as mature and calm. However, he is probably unwilling to admit to himself that he is affected emotionally by events, and others may see this calm approach as a lack of engagement. He has an optimistic view of the world and a positive view of others. He will tend to expend little energy worrying about being taken advantage of, and this could be a disadvantage in a highly political environment. Mr Tester may generally appear self-assured and unworried. He is relatively confident in his abilities and performance, feeling apprehensive in very few situations. He may not fully attend to negative feedback, which could reduce his opportunities for learning. He is likely to be laid-back and content. He is unlikely to feel the need to act immediately, and will perform best in environments where it is important to be relaxed and patient. He is likely to be easy-going, but he may be seen as lacking in drive or motivation.



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