

16pf[®] Comprehensive Insights Report

Ella Explorer | October 23, 2018 | Confidential



Core Personality Insights

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Introduction

Overview of the 16pf

The 16pf Questionnaire is a comprehensive measure of adult personality. Its results can be applied to many situations because it provides a full picture of the individual by measuring personality both broadly and deeply. This unique level of insight is supported by more than 60 years of research and application.

Overview of the 16pf Comprehensive Insights Report

The 16pf Comprehensive Insights Report helps you understand an individual's 16pf profile and how it can affect behaviours and decisions in an organisational setting. This report is for qualified 16pf users, and includes detailed narrative interpretation, identification of strengths, and developmental tips. The report also includes shareable feedback sections for both the respondent and the line manager that are written in a non-technical manner for ease of understanding.

Use of the Report

Because the statements in this report are automated, they should be viewed as hypotheses to validate against other sources of data (e.g., interviews, work samples, simulation exercises, biographical data or references).

Treat the information in this report as confidential. It should only be shared with organisational members who have a need to know about it. It should be stored in a separate, secure file.

Keep these points in mind when using this report:

- ▶ The results reflect the respondent's description of their own personality and behaviour. They may not completely match the way other people see the individual. The accuracy of the results depends both on the respondent's openness in answering the questionnaire and upon their level of self-awareness.
- ▶ Often, the value of personality assessment is in comparing a respondent to a larger population. These results describe how the person's profile corresponds to other people who have completed the questionnaire.
- ▶ The report describes the respondent's likely style. It does not directly measure foundational skills or knowledge. As a result, the statements should be compared to other information about the individual.

The results of the questionnaire are generally valid for 12-18 months after completion. They may be less useful if an individual undergoes major changes in their work or life circumstances.

Interpreting Midrange 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 midrange 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 midrange are especially likely to benefit from additional information gathered during the course of the feedback session.

Structure of the Report

The 16pf Comprehensive Insights Report comprises the following sections:

Response Style Indices

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

Norm Group

The population against which respondents of the 16pf are compared. Using a norm group means a respondent's scores are considered in the context of the type of group they might belong to, rather than in isolation.

Profile Section

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

In-Depth Interpretation

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 & 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 alongside the Comprehensive Insights Report 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

Summary: One or more of the response style indices are outside of the normal range. Please see below for more specific information.



Impression Management

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



Acquiescence

This individual has responded in a way that is not acquiescent.



Infrequency

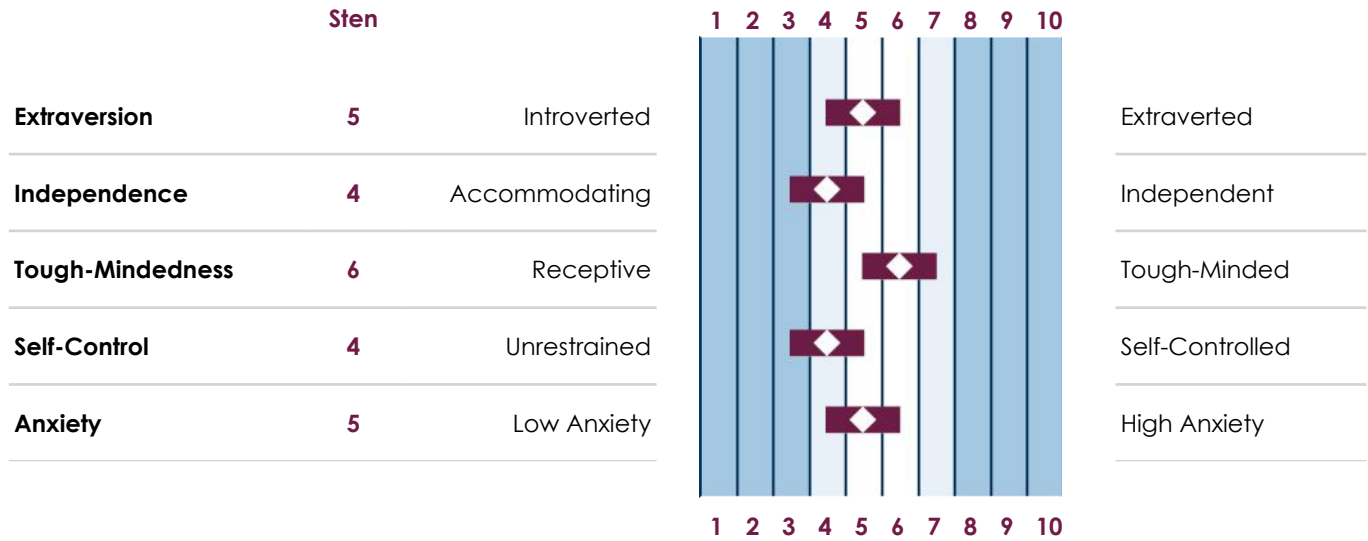
This individual selected a higher number of infrequently endorsed response choices than is typical.

Norm Group



▶ UK General Population

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.

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.

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.

Self-Control

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

Anxiety

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

Contributing Primary Factors

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

- E** Dominance
- H** Social Boldness
- L** Vigilance
- Q1** Openness to Change

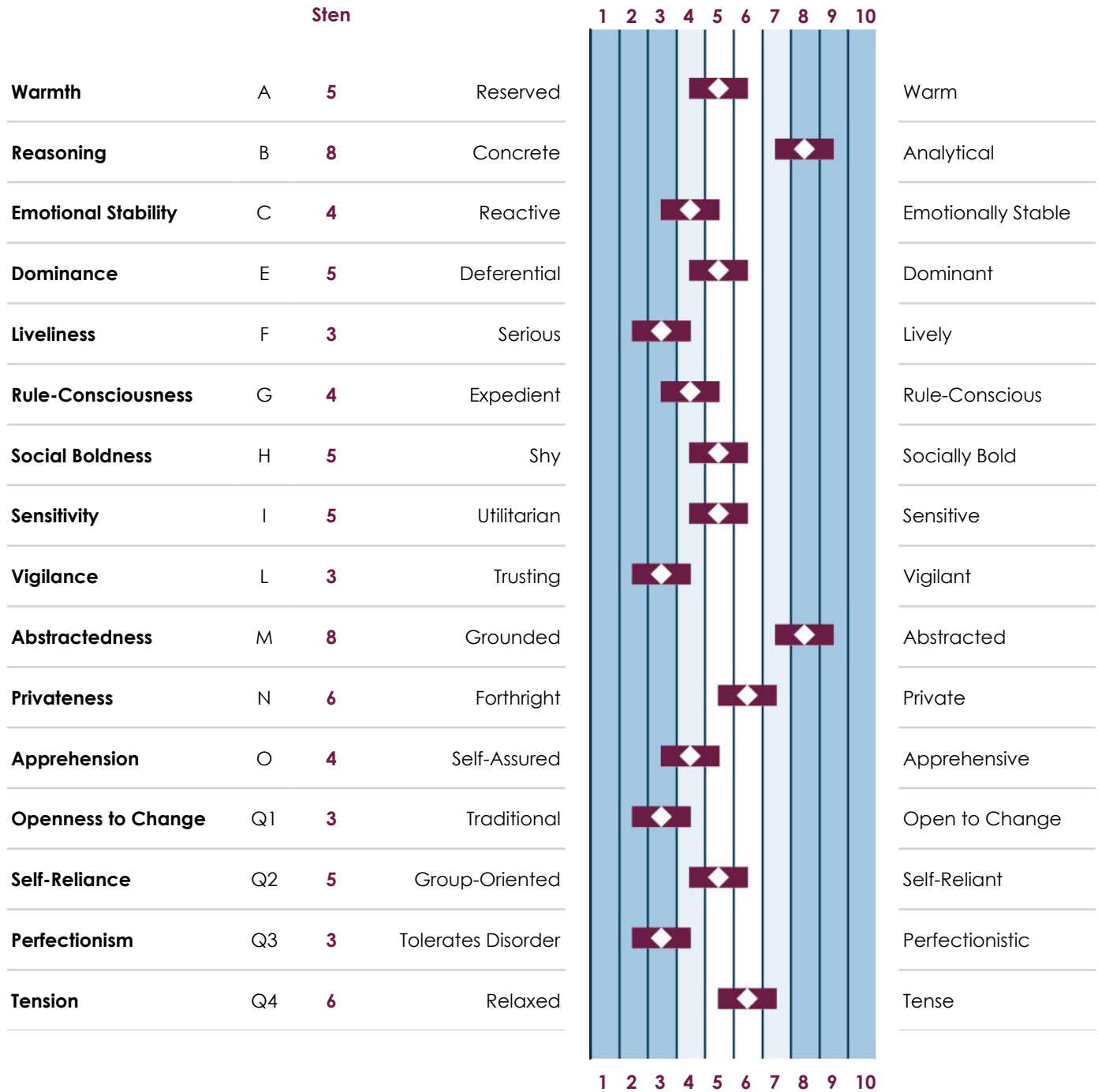
- A** Warmth (-)
- I** Sensitivity (-)
- M** Abstractedness (-)
- Q1** Openness to Change (-)

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

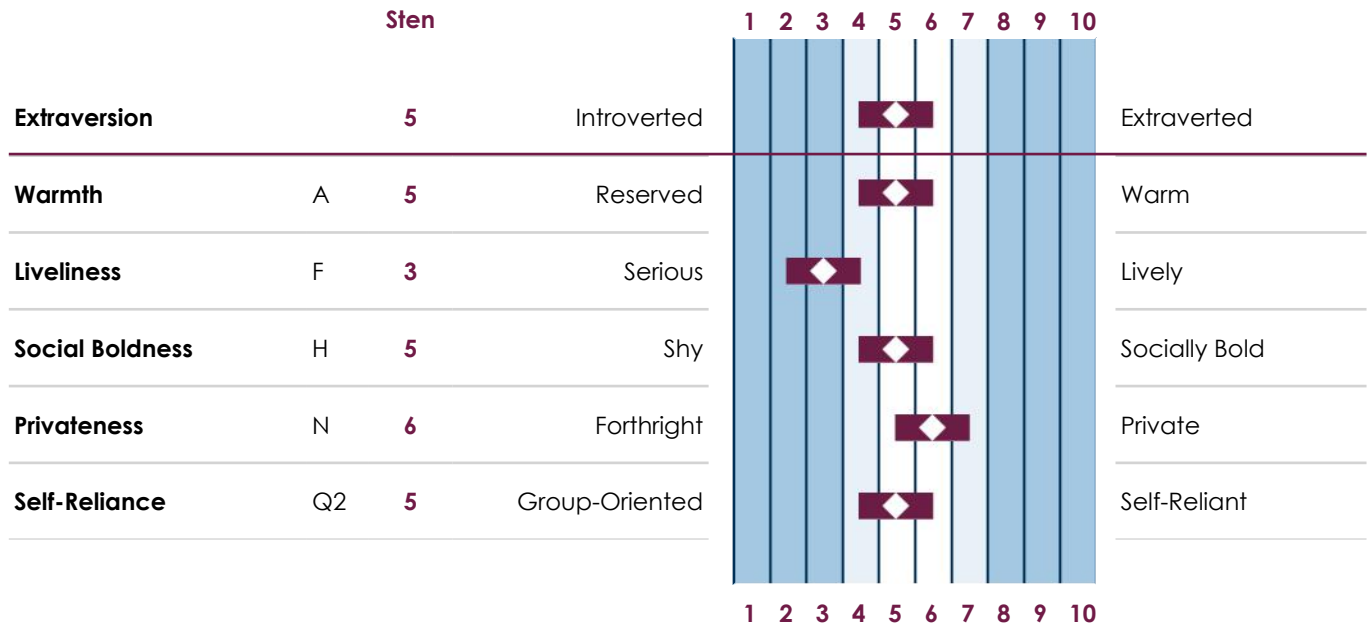
- C** Emotional Stability (-)
- L** Vigilance
- O** Apprehension
- Q4** Tension

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

Primary Factors



Relating to Others | Extraversion



Definition

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, Ella's style of Relating to Others can be described as follows:

Ella is likely to prefer a balance of time spent with others and time alone. There may be some occasions where this person will devote time and energy to initiating and maintaining social relationships, and others where they are less interested in doing so.

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

- ▶ A tendency to develop warm relationships in some situations, while 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

Initiating and Developing Relationships

This individual is likely to be selective about the people with whom they wish to be close. There may be some situations or contexts where they wish to establish warm relationships, and others where they prefer to retain more detachment. There are some occasions where Ella will feel comfortable approaching others and initiating relationships. But there may be others where a sense of intimidation or concern about rejection will constrain this individual. This individual may be open and forthright about themselves when they feel comfortable doing so. However, it is likely that they will be selective about the kind of information they choose to reveal, restricting personal information to their closer friends, or to situations where they feel it is appropriate.

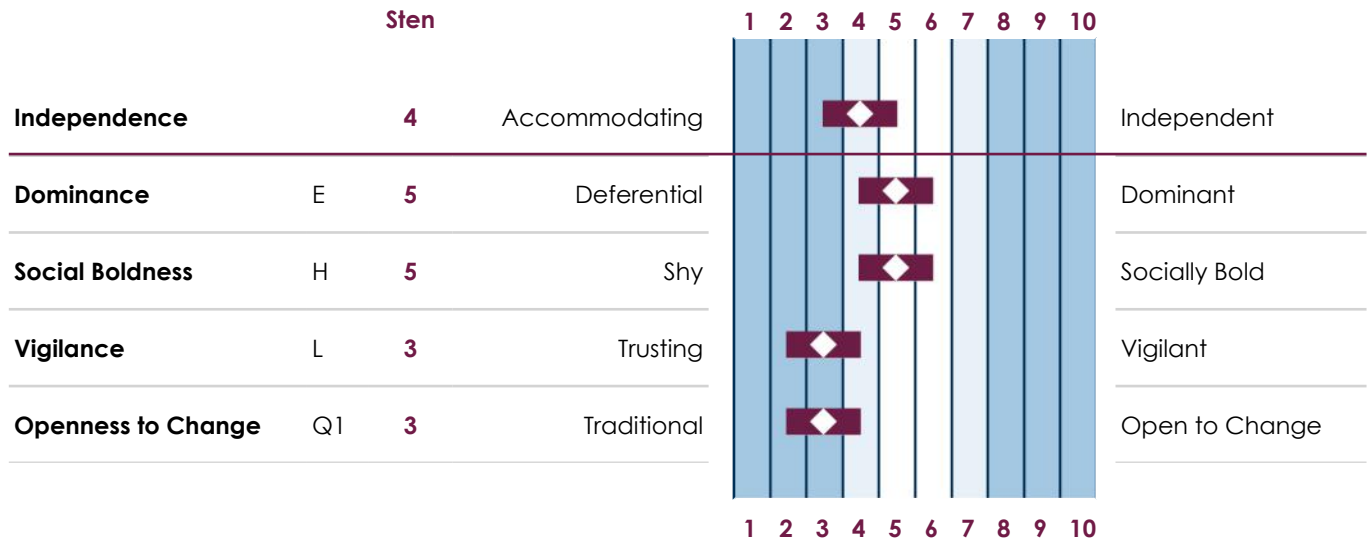
Liveliness and Excitement-Seeking

Ella's self-perception is of being careful and cautious, and as someone who thinks before speaking. This individual will probably consider the negative as well as positive aspects of people and situations, which means that they could sometimes be perceived as pessimistic. However, Ella is also likely to be seen as steady and dependable. Although this person may sometimes enjoy meeting and interacting with others, their interactions are likely to be subdued and considered.

Social Situations and Work Settings

Ella is likely to feel at ease in social settings, although there are likely to be some that are more difficult for them than others. This person may sometimes be sensitive to criticism and rejection, and they will be less sure of themselves and less comfortable speaking or presenting. Ella is likely to prefer a balance between working with others and working alone. There may be some situations where this individual is happy to make decisions independently, and others where they are more comfortable collaborating with people and eliciting their ideas and opinions.

Influence & Collaboration | Independence



Definition

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, Ella's Influence and Collaboration profile can be described as follows:

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

In more detail, Ella'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 toward others and their views.
- ▶ A strong likelihood that this individual will accept existing ideas and ways of doing things.

Influence & Collaboration

Desire for Influence

There are likely to be some situations or issues this person feels strongly about, and where they wish to exert influence and make themselves heard; there will be other situations where this individual is either happy to cooperate and accommodate others, or where they will feel uncomfortable expressing their opinion.

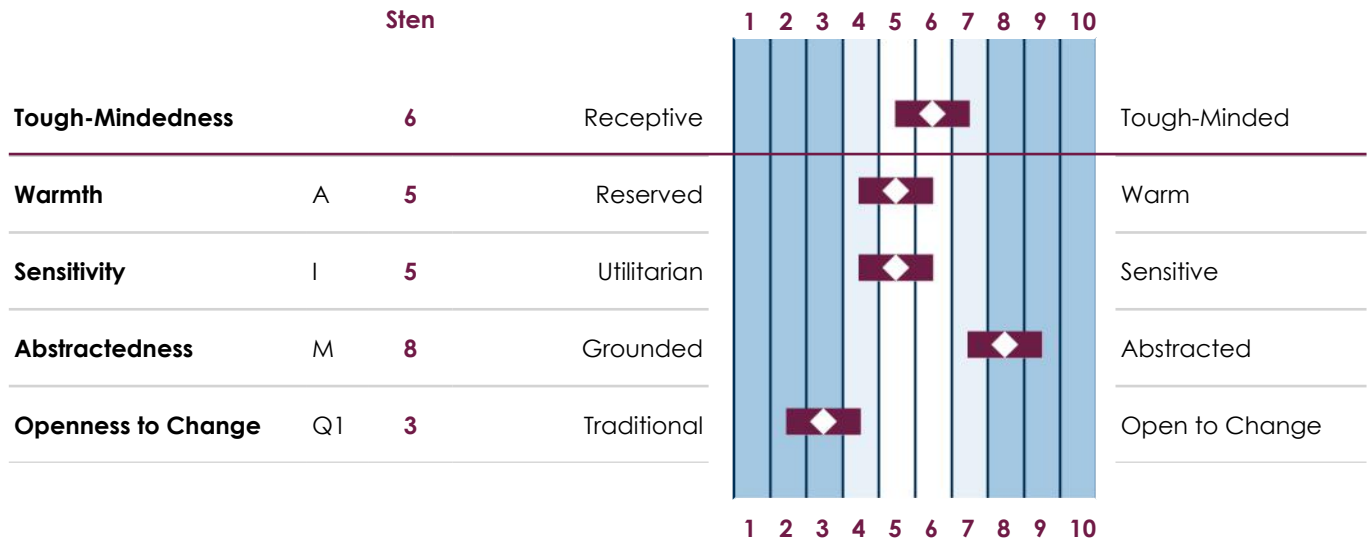
Independence of Thought

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

Seeking New Experiences and Challenges

Ella has a preference for familiar environments, where traditional values and established ways of doing things are protected. Although Ella does not seek to influence the environment, Ella may often wish to take an expedient attitude toward rules. This attitude toward 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 | Tough-Mindedness



Definition

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, Ella's Thinking Style can be described as follows:

Ella is likely to prefer to balance an interest in theories and concepts with a practical, realistic focus. This individual probably has some perception of the impact they have on others. There may be some situations where they are comfortable using their emotions and intuitions to make sense of the world, and others where they prefer to take a more rational approach.

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

- ▶ A likelihood that Ella will balance the needs of both tasks and people when making decisions.
- ▶ A preference for using both objective logic and subjective impressions when making decisions.
- ▶ A strong likelihood that Ella will focus on theories and concepts.
- ▶ A strong likelihood that Ella will value traditional methods and approaches.

Thinking Style

Taking In Information

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

Making Decisions

When solving problems and making decisions, Ella is likely to incorporate a combination of subjective and objective information. It may be that particular situations will determine whether they rely more on their feelings or on objective logic, or it is possible that their customary style is to consider both. In particular contexts or among people they care about, this person 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 they take a tougher, more objective stance.

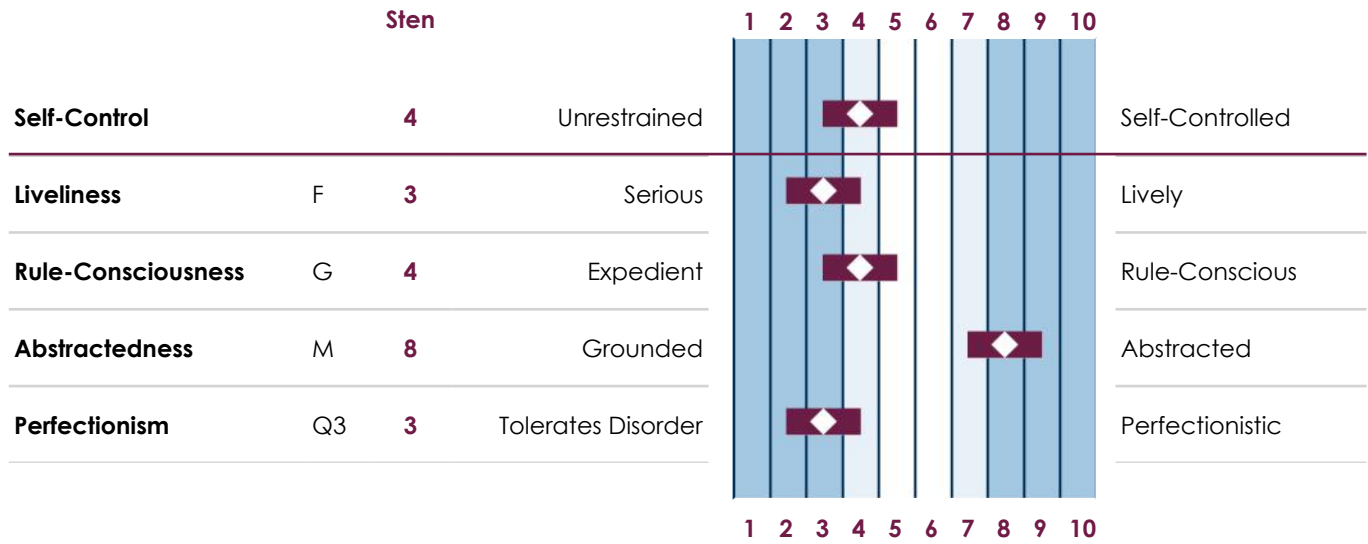
Creativity and Change

Ella is likely to value established techniques and traditional methods, holding fast to the status quo. This individual will probably be cautious in the face of new ideas, and they 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 their range of possible solutions and responses. They could come across as unimaginative or set in their ways, and they may put up with imperfect situations rather than face ambiguity or change. This individual sees themselves as a deep thinker; their focus on the abstract, rather than practical, immediate concerns could be a form of escape for them if they are facing situations where there is too much change and disruption.

Problem-Solving

Ella's responses to the reasoning questions indicate being at ease with problems and situations that involve abstract reasoning and conceptual thinking. This person can probably quickly see how ideas fit together, and are likely to be a fast learner.

Structure & Flexibility | Self-Control



Definition

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, Ella's Structure and Flexibility style can be described as follows:

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

In more detail, Ella's style is characterised by:

- ▶ An ease with disorder, spontaneity and leaving things to chance, rather than planning.
- ▶ A likelihood that they 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 & Flexibility

Planning and Organising

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

Attitude to Rules and Regulations

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

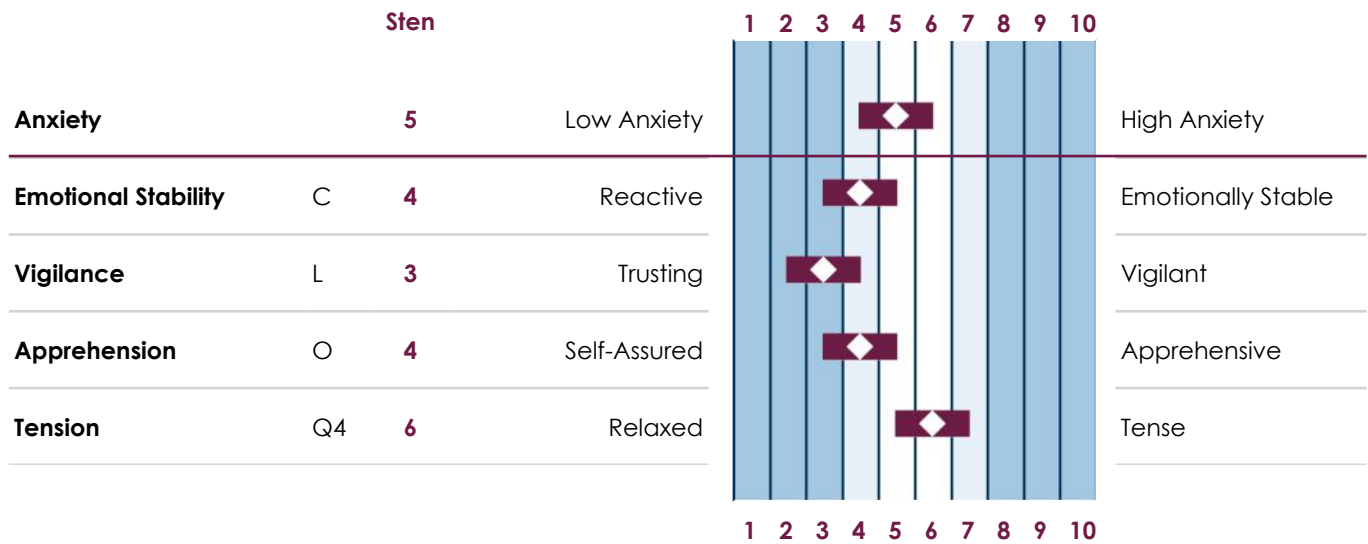
Levels of Dynamism, Caution and Flexibility

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

Degree of Focus

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

Management of Pressure | Anxiety



Definition

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, Ella's Management of Pressure style can be described as follows:

This individual sees themselves as no more stressed and worried than most other people. There may be specific times or situations that are more difficult for them to cope with than others.

In more detail, Ella's style is characterised by:

- ▶ A tendency to deal less calmly than most with life's demands.
- ▶ A trusting attitude toward others.
- ▶ A typically confident attitude with little inclination toward self-criticism and blame.
- ▶ Typical levels of physical tension.

Management of Pressure

General Level of Anxiety

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

Sources of Anxiety

It is possible that if Ella is let down by or disappointed by other people, it may be hurtful, upsetting and confusing.

Self-Criticism and Self-Assurance

Ella appears to be generally assured and confident, and it is likely that few situations will create worry or apprehension. This person's levels of confidence may reduce the likelihood of them accepting negative feedback, and therefore their ability to learn from their mistakes.

Expression of Stress

When experiencing pressure, it is likely that there are some situations or contexts where Ella feels tense and responds with impatience and irritation. There may be other times when this individual expresses a calmer, more measured response. It may be useful to discuss with them which situations may bring out which response.

Coping Strategies

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

Strength & Development Tips

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

Relating to Others | Strengths

- ▶ Ella's apparent preference is to be selective about developing close relationships. That is likely to enable this person to remain detached and objective at times, and to show concern without becoming consumed by other people's problems and difficulties.
- ▶ A careful, serious attitude means that although this person enjoys meeting people and may have a wide network of friends and relationships, they will take their commitments seriously and will probably be seen as steady and reliable.
- ▶ This person's typical level of social confidence implies that they will probably manage most social situations without feeling intimidated.
- ▶ Since they are likely to be selective about when and to whom they reveal personal information, this person is unlikely to compromise themselves by revealing such information inappropriately, and may even be quite shrewd in the way that they manage their public image. However, they are not so reticent that they are unable to share issues and problems when they need to.
- ▶ This person is likely to be flexible in terms of working independently and collaboratively.

Relating to Others | Development Tips

- ▶ Ella is likely to find it hard to manage situations that are either very emotional or very task-focused. It is likely that this person will be most comfortable if they can operate in situations that demand a balance between attending to others' needs and concentrating on the task.
- ▶ This person's cautious and careful nature could lead them to miss opportunities. They may benefit from realising the advantages of a more spontaneous and light-hearted approach, especially in their social interactions.
- ▶ This person's lack of social confidence and fear of rejection mean that they are likely to struggle in any environment where they have to meet new people, make presentations, or put forward and defend opinions. This individual may benefit from specific training to help them develop strategies to improve their self-image and confidence in public.
- ▶ This person is likely to be most comfortable in an environment where they are able to balance time spent working alone with time spent with others. Too much of either of these extremes could make them uncomfortable.

Influence & Collaboration | Strengths

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

Influence & Collaboration | Development Tips

- ▶ There may be occasions when this person lacks the confidence to express their views. It may be helpful for them to consider which situations make them feel and behave this way, and to think of how they might develop and improve their confidence.
- ▶ This person's tendency to trust others may mean that they are too easily influenced, as they may not recognise when other people have ulterior motives. They 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 their trusting nature.
- ▶ This person may become so comfortable with current methods that they cannot see the value of new ideas. It may help them 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 | Strengths

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

Thinking Style | Development Tips

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

Structure & Flexibility | Strengths

- ▶ Ella is likely to take an expedient or unconventional approach to achieve their personal objectives. This could be a particular strength in situations where the standard or accepted approach is likely to fail.
- ▶ This person 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.
- ▶ Ella is likely to feel comfortable adapting personal plans in the light of changing circumstances.
- ▶ This person is unlikely to be so perfectionist that they spend more time and effort than is necessary trying to get things exactly right.
- ▶ Preferring to think things through carefully before acting, this person 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, this individual may at times generate insightful ideas, or make associations between disparate strands of information.
- ▶ Potentially creative, this person is unlikely to allow existing practices or established conventions to hinder the generation of unconventional ideas or potentially insightful connections.

Structure & Flexibility | Development Tips

- ▶ There could be occasions when Ella 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, Ella may benefit from approaching work in a more organised and systematic way, taking care to plan ahead.
- ▶ On occasions, this individual's cautious approach may mean that they miss out on opportunities or talk themselves out of taking action, focusing on negative outcomes. They may benefit from focusing on the potential positive outcomes of a course of action, accepting that no solution will be perfect. They should not allow the mere existence of possible problems to prevent them from taking action.
- ▶ There could be times when this individual becomes lost in their own thoughts and ideas, or when they fail to take into account the practical limitations of implementing their ideas. They may occasionally have difficulty keeping their focus on the here and now. Where this is the case, they may need to exercise greater self-discipline to bring their 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, this individual may prefer to decide for themselves what is an appropriate level or standard to aim for, rather than consulting with others. Their cautious outlook may be used to justify a failure to plan ahead, as they could consider certain actions or ideas as too risky. Where this is the case, adopting a more positive or optimistic attitude could help them to proactively plan to reach their personal goals.
- ▶ Viewing situations from an abstract perspective, this individual may tend toward theorising or hypothesising. They may be more interested in the ideas themselves, rather than considering whether these ideas will deliver externally sanctioned goals or required standards. To counteract their tendency to be reactive to events, they may benefit from considering and proactively planning for the achievement of a set of clearly defined, tangible objectives.

Management of Pressure | Strengths

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

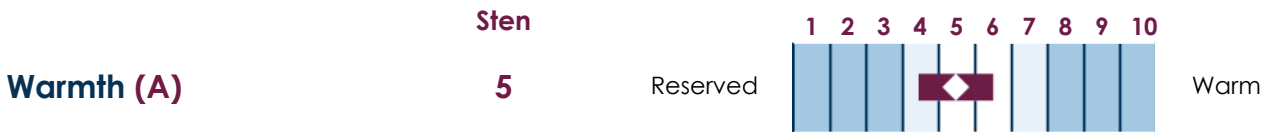
Management of Pressure | Development Tips

- ▶ Ella reports feeling as able to cope with life's current demands as most people. When this person is facing particularly difficult circumstances, however, they may find it beneficial to seek support from others, both to share their concerns and to make use of the sources of assistance that may be available to them.
- ▶ Compared to most people, Ella reports typical levels of self-confidence and self-assurance. It may be helpful for this person to identify times when they are attributing their successes and failures to themselves or to external factors. By considering how appropriate these attributions are, they could strike the right balance between maintaining a positive self-esteem while remaining realistic about their strengths and development needs.
- ▶ This person is more likely than most people to assume that others are sincere and genuine. It may be helpful for them 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, they may want to question people's motives to a greater extent than they currently do.

Feedback Prompts

The following questions are suggested prompts for a feedback interview with Ella Explorer. They are based on this person's 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 Ella. 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.

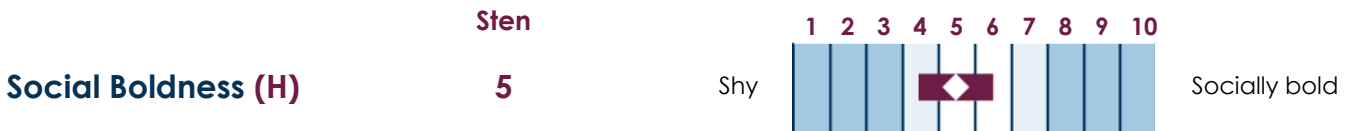
Relating to Others



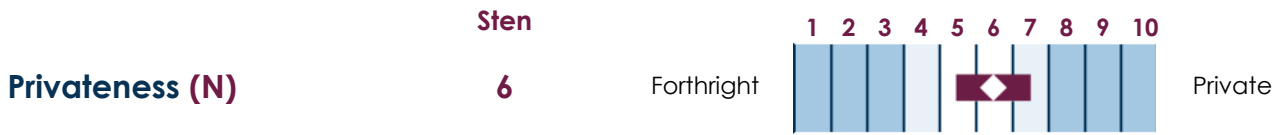
- ▶ What do you like about spending time with others?
- ▶ When is it beneficial to form close relationships?
- ▶ Do you show more emotional detachment in some situations than in others?
- ▶ Do you tend to think that people should take care of their own needs, or do you feel that you would like to help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



- ▶ 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?



- ▶ 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?

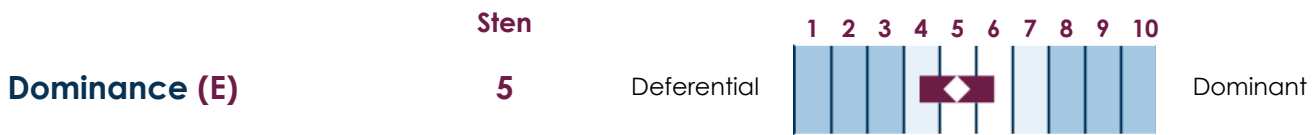


- ▶ Have you ever regretted disclosing personal information?
- ▶ When would you choose to either share a problem with others or keep it to yourself?
- ▶ In what situations do you feel comfortable disclosing personal information?



- ▶ 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?

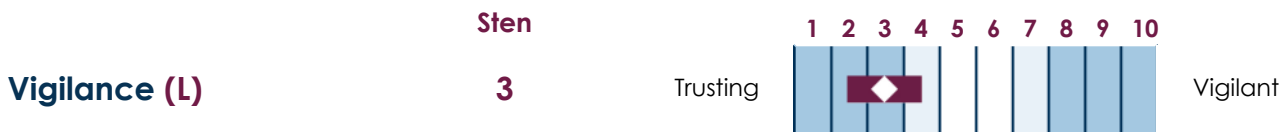
Influence & Collaboration



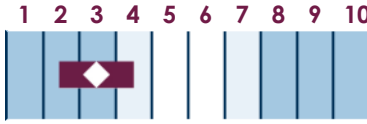
- ▶ In which situations would you like to influence others?
- ▶ Do you feel you are able to influence others successfully?
- ▶ When are you most likely to express your opinions?



- ▶ 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?

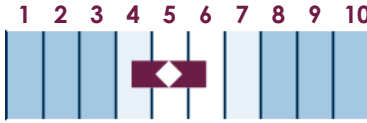


- ▶ Are there any situations where you are more on your guard rather than trusting of others?
- ▶ Has anyone in a work team let you down? How did it make you feel?
- ▶ Can you think of a time when you have given someone the benefit of the doubt, but you should have been more cautious about the person's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

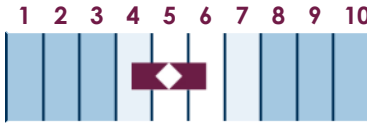
Openness to Change (Q1) **3** Traditional  Open to change

- ▶ 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?


Thinking Style

Warmth (A) **5** Reserved  Warm

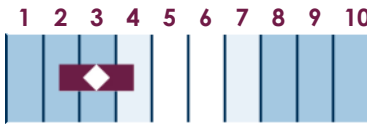
- ▶ In which situations do you prefer to remain logical and objective?
- ▶ In which situations would you be more likely to take the feelings of others into account?

Sensitivity (I) **5** Utilitarian  Sensitive

- ▶ 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 judgements on facts?
- ▶ When would you allow your feelings to be more important to a decision than the pure facts of a situation?

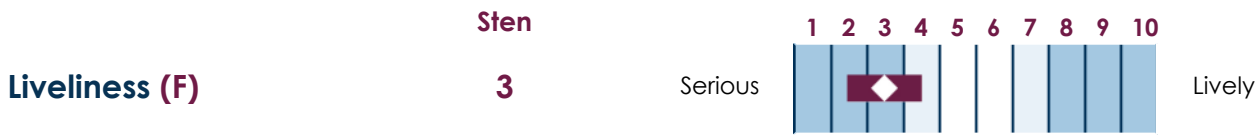
Abstractedness (M) **8** Grounded  Abstracted

- ▶ 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 on details and practicalities?
- ▶ Have there been times when you have overlooked practicalities when pursuing an idea?

Openness to Change (Q1) **3** Traditional  Open 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?

Structure & Flexibility



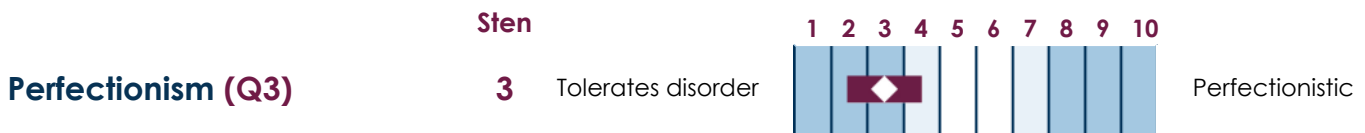
- ▶ When have you had to make quick decisions? How did you feel about that?
- ▶ Have there been times when you have not made a decision early enough or have failed to grasp an opportunity because you were too busy thinking it over?
- ▶ How do you feel about fast-paced and varied work schedules?



- ▶ 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?

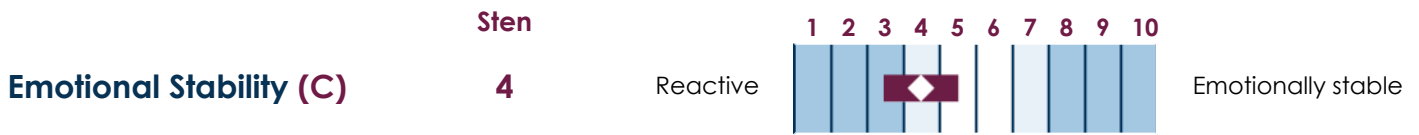


- ▶ Do you have strategies that allow you to remain focused?
- ▶ Do you find that you have sometimes overlooked the practical needs of pieces of work or of projects?

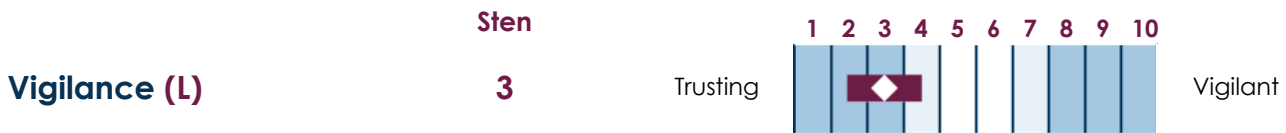


- ▶ How do you organise your workload? What things can you not afford to leave to chance?
- ▶ How do you organise your time?
- ▶ How do you work with colleagues who require a high level of structure?
- ▶ How do you measure your own performance?

Management of Pressure



- ▶ 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?



- ▶ 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?



- ▶ 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?



- ▶ 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?

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?

Response Style Indices

Infrequency

- ▶ On the questionnaire, you provided several responses to specific questions that were notably different to how most people respond. Why do you feel that this happened?
- ▶ Were you clear about what the questionnaire required of you?
- ▶ Do you think that this has affected the results?

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	SA	26	D	51	SA	76	N	101	A	126	SA	151	SD
2	N	27	N	52	A	77	D	102	SA	127	SA	152	SD
3	N	28	A	53	N	78	D	103	SA	128	N	153	SD
4	SD	29	SD	54	N	79	SA	104	SD	129	SD	154	D
5	SD	30	A	55	N	80	N	105	A	130	SD	155	D
6	A	31	SD	56	SA	81	A	106	D	131	A	B10006	B
7	N	32	SD	57	D	82	A	107	SD	132	N	B10040	A
8	SA	33	N	58	SA	83	N	108	SD	133	N	B10057	A
9	N	34	SA	59	SA	84	SD	109	N	134	N	B10063	E
10	D	35	SA	60	A	85	D	110	SD	135	A	B10070	C
11	SA	36	A	61	SD	86	N	111	A	136	N	B10072	E
12	SD	37	SA	62	D	87	D	112	SD	137	N	B10076	C
13	SD	38	N	63	A	88	N	113	D	138	SD	B10083	C
14	A	39	N	64	SA	89	D	114	D	139	D	B10090	C
15	A	40	SA	65	A	90	N	115	SA	140	SA	B10164	C
16	SD	41	A	66	SD	91	N	116	N	141	SA	B10171	C
17	SD	42	A	67	A	92	N	117	SD	142	N	B10172	A
18	N	43	A	68	N	93	SD	118	A	143	N	B10190	A
19	N	44	N	69	D	94	N	119	D	144	SD	B10197	B
20	N	45	N	70	SD	95	SA	120	N	145	N	B10205	A
21	SD	46	SA	71	N	96	N	121	A	146	A	B10221	A
22	N	47	SD	72	D	97	D	122	N	147	A	B10254	B
23	N	48	N	73	SD	98	A	123	SA	148	D	B10261	A
24	D	49	SA	74	A	99	SD	124	SA	149	SD	B10275	C
25	N	50	N	75	N	100	A	125	SD	150	A	B10279	C

Summary Statistics:

Number of <i>Strongly Agree</i> responses	33 out of 155	21%
Number of <i>Agree</i> responses	21 out of 155	14%
Number of <i>Neutral</i> responses	47 out of 155	30%
Number of <i>Disagree</i> responses	29 out of 155	19%
Number of <i>Strongly Disagree</i> responses	25 out of 155	16%
Number of missing responses	0 out of 155	0%

Factor	A	B	C	E	F	G	H	I	L	M	N	O	Q1	Q2	Q3	Q4	IM	IN	AC
Raw Scores	34	18	28	32	23	31	23	36	17	35	31	18	29	25	22	28	18	15	54
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 Sixth Edition Questionnaire UK General Population norms.



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16pf[®] Candidate Feedback

Ella Explorer | October 23, 2018 | Confidential



Core Personality Insights

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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 toward a common goal and being free to work more independently, adopting these different approaches according to the situation, needs or time.

Influence & 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 among 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 along 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 & 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 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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16pf[®] Manager Feedback

Ella Explorer | October 23, 2018 | Confidential



Core Personality Insights

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Introduction

This report summarises Ella 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 judgement. 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.

Ella 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 this person 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 this person'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 their openness in answering the questionnaire, and upon their level of self-awareness.
- ▶ The report describes their likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about their 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

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

Influence & Collaboration

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

Thinking Style

With a typical level of interest in people, Ella will attempt to combine both detachment and consideration for others in personal thinking. In some settings this person will be concerned for the feelings of others, whereas in others they will be less emotionally involved. This person is likely to consider both the logical and emotional aspects of decisions. In some situations they may favour a more detached, objective approach, whereas in others they will consider the importance of their feelings and values. Ella is likely to be interested in, and excited by, abstract theories and possibilities. This person 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 them. However, they may overlook the more immediate aspects of situations.

This person tends to be wary about new ideas as they are content with the status quo. They prefer to work with tried and tested notions, and will be most comfortable when operating in a predictable and familiar environment. It is possible that they will overlook new opportunities or ideas, and so could be seen as conventional in their approach. This person's responses to the reasoning questions indicate that they are likely to be at ease with problems that involve abstract reasoning and conceptual thinking.

Structure & Flexibility

Ella is reflective and deliberate. This individual tends to consider the various aspects of a decision before committing themselves, and strives to anticipate - and therefore avoid - potential risks. They are likely to be seen as methodical, with a strong desire to focus on a subject in depth; however, this may come across as ponderous, and they could feel uncomfortable if they have to think quickly and spontaneously. This individual may be most comfortable when they do not feel bound by external rules or procedures. They will tend to be expedient, circumventing or breaking rules that they feel are unfair or irrelevant, although there are some rules that they would not break. They will work well in situations where it is important to be flexible. Ella enjoys considering the broader view. This individual's 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 they may become distracted, or lost in their own thoughts. Ella is likely to enjoy working in flexible situations with changing circumstances. This individual will take a casual approach and will probably be unconcerned by the need to change direction quickly or often. However, they may be seen as unmotivated or unreliable due to their tendency to leave things to chance and may find it difficult to plan ahead consistently.

Management of Pressure

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



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