

# 16pf<sup>®</sup> Management Potential Report

Ella Explorer | December 7, 2018 | Confidential



## Core Personality Insights

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## Introduction

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### 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 Management Potential Report

The 16pf Management Potential Report provides key insights for 16pf qualified practitioners about a respondent's management potential. It describes personal strengths and identifies possible areas for further growth and development.

### 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 organizational 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 behavior. They may not completely match the way other people see the individual. The accuracy of the results depend 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 foundation skills or knowledge. As a result, the statements should be compared to other information about the individual.
- ▶ The prediction of potential is based on studies of the relationship between a variety of competencies and 16pf personality characteristics. However, each person may have a different way of demonstrating the competency. Use additional information to confirm or disconfirm the predictions for this 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 actual behavior depends on how demonstrating their personality characteristics is either facilitated or inhibited by specific situations. This is likely to be particularly true of 16pf sten scores in the midrange on the profile, those lying between stens 4 and 7, and especially those at stens 5 and 6. Interpretation of these scores can be one of the more challenging aspects of providing feedback. References to situational factors are used in the report narrative to remind the professional that interpretations of scores in the midrange may benefit from additional information gathered during a feedback session.

## Structure of the Report

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The 16pf Management Potential 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 norm group is 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.

### Narrative Section

This section details the individual's potential on five management dimensions: leadership, interacting with others, making decisions, initiative, and personal adjustment.

### Score Summary

A detailed graphical section displaying the 16pf primary factor scores that underlie the management dimensions.

### Item Summary

This provides the respondent's specific item responses and summary statistics.

## Response Style Indices

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**Summary:** All response style indices are within the normal range.



**Impression Management**

43

**Within expected range**



**Infrequency**

93

**Within expected range**



**Acquiescence**

21

**Within expected range**

## Norm Group

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▶ **US General Population**

## Narrative Section

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### Leadership

#### Leadership Style

In leading others, Ella's most likely style would be characterized by tolerance and leniency. Ella is likely to adopt a permissive style of leading others. Ella's manner of leadership may be characterized by the following behavior(s):

- ▶ Ella tends to react to circumstances and may feel overwhelmed in some stressful situations. It may be difficult for this individual to feel satisfied with themself.
- ▶ Ella tends to be serious and cautious in dealings with others.
- ▶ Ella is likely to follow conventions and traditions. This person tends not to question the way things are done and may prefer work that is familiar and routine.

Based on their personality information, this individual's overall leadership potential is predicted to be less than average. Ella may lack the social presence or pragmatism that typically characterizes those in positions of leadership and authority. Even so, individuals can affect group performance through means other than direct leadership.

#### Evaluating Others

Overall, Ella's responses to the inventory suggest reasonable comfort with the interpersonal nature of conducting face-to-face performance evaluations. In appraisals, Ella tends to balance resoluteness with receptivity. There may be times when Ella adheres to a personal position, while at other times being open to another's perspective. A typical session is likely to be one of mutual exchange where both parties will have an opportunity to express their views.

### Interacting with Others

In general, Ella shows about equal preference for activities involving social contact or those requiring individual effort. When it comes to revealing personal matters, Ella's self-description is neither very private nor very forthright. In group settings, this individual seems to balance self-assertion with reserve; Ella would rarely be perceived as too bold or too shy. Ella tends to be open and accepting toward most people, putting trust in the goodwill of others. However, under certain circumstances, Ella could be taken advantage of if failing to not give enough attention to other 'peoples' motives. Ella is not overly assertive, nor overly accommodating.

### Making Decisions

Ella's problem-solving ability is predicted to be above average. Ella is likely to assess and comprehend problems rapidly. Ella's level of creative initiative is predicted to be somewhat lower than average. This does not necessarily indicate a lack of creative ability, but may reflect on the extent of Ella's willingness to take risks, flexibility, or personal resources. Possibly being adept at problem solving, however, Ella probably can organize information from many diverse sources. Ella can value many aspects of established methods while remaining open to change. It is likely that this individual will consider both the outcome or goals and the process or method for achieving them.

## Initiative

### Independence

Ella tends to be agreeable and cooperative and probably prefers receiving directions or counsel. Moreover, this outlook for receiving guidance and support is likely to be accompanied by the following personal qualities:

- ▶ Although there may be times when Ella feels uncomfortable introducing ideas in front of a group, overall Ella is as capable as most people in interacting in new group settings.
- ▶ To a certain degree, Ella adjusts to changing conditions fairly well and would neither salute established standards and policies nor consciously disregard them.

### Dependability

Ella tends to be spontaneous and flexible. At the extreme, Ella's impulsivity could entail responding to challenges immediately when a more planful or disciplined approach might be preferred. When involved in new projects, Ella's approach may appear to be casual or may be perceived as unorganized. Ella has a tendency to be easily distracted and sometimes may have trouble concentrating on work.

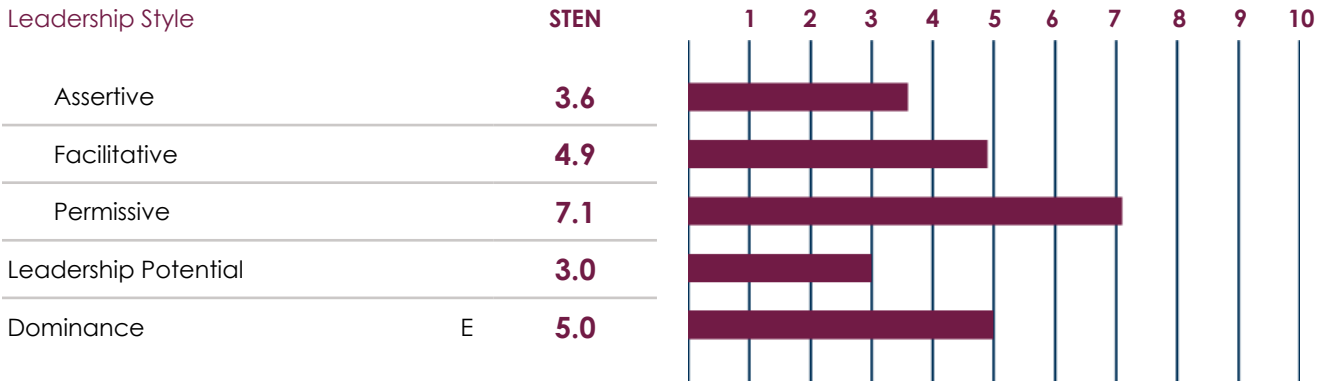
## Personal Adjustment

At the present time, Ella appears to be no more or less anxious than most people. Specifically, the degree of emotional adjustment shown by Ella is typical of most adults. That is, most of the time Ella faces challenges with personal resolve, but in very demanding situations, may be reactive or upset.

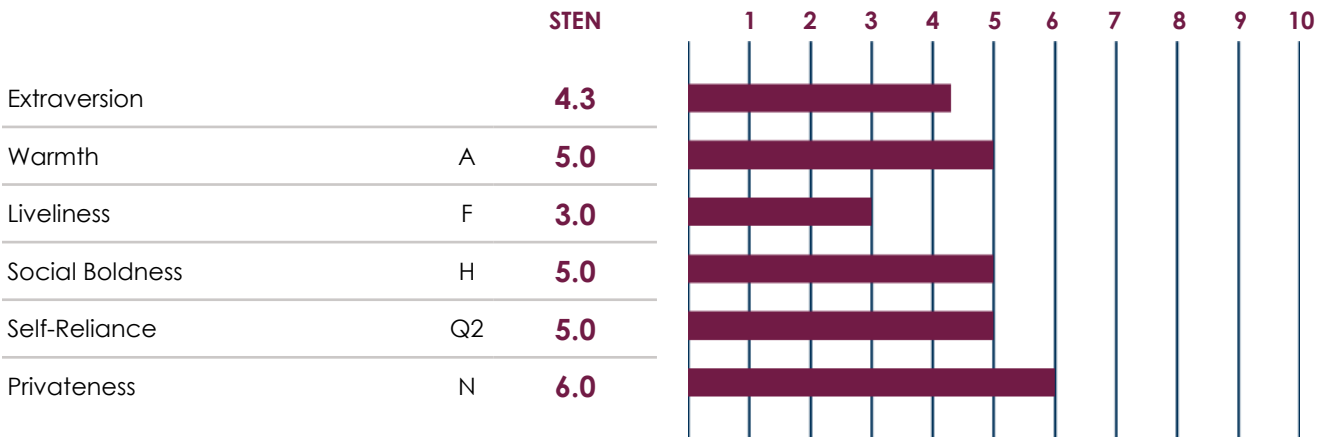
## Score Summary

This score summary is intended to be used by qualified professionals only. It should be interpreted in light of the specific needs and priorities identified within the organizational setting. These pages should be maintained in a secure file.

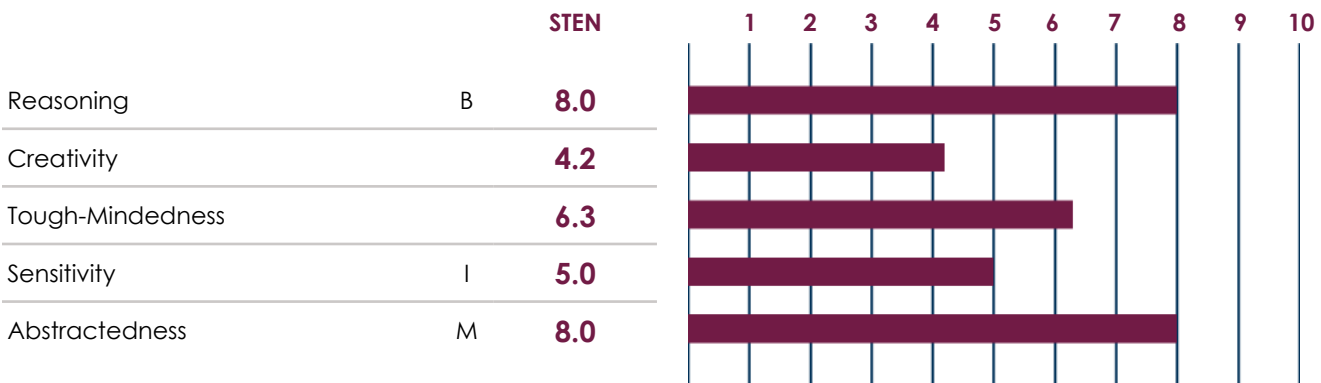
### Leadership



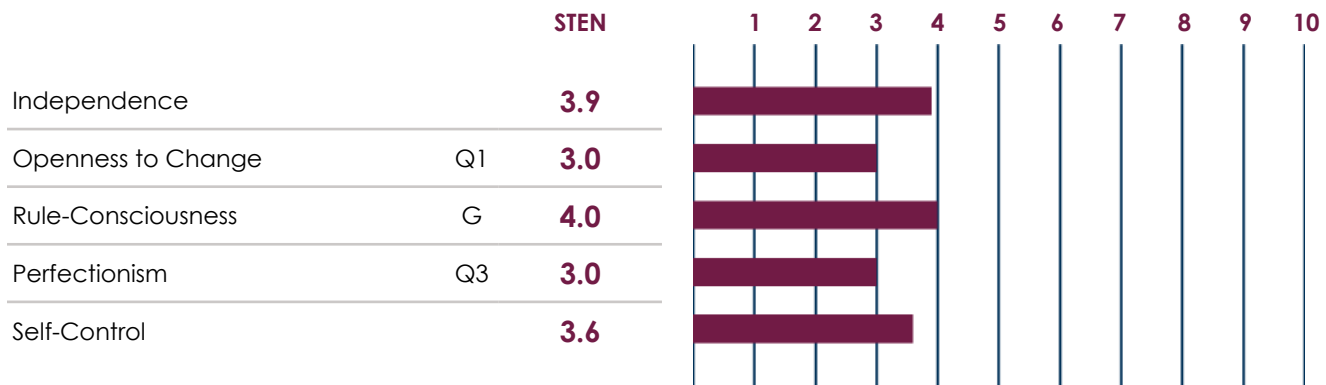
### Interacting with Others



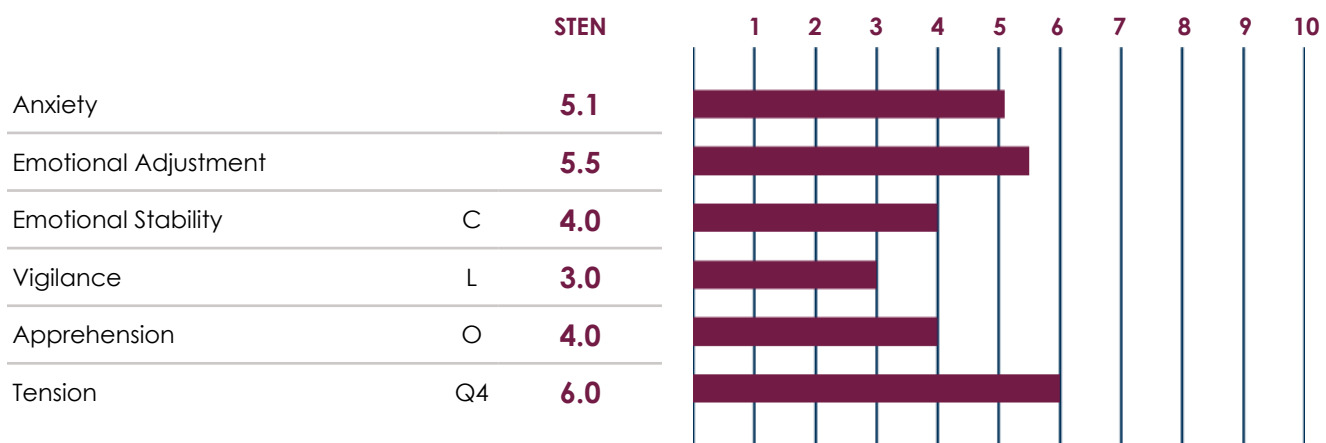
### Making Decisions



## Initiative



## Personal Adjustment





## 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	A	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	32 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	30 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	34	23	36	17	35	31	18	29	25	22	28	18	15	55
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 US General Population norms.



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