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# Profile and Manager Feedback Report Plus

**Ella Explorer**

**11 July 2016**

**CONFIDENTIAL**

## Introduction

This report should be used in conjunction with professional judgment. The statements it contains should be viewed as hypotheses to be validated against other sources of data such as interviews, biographical data and other assessment results. All information in the report is confidential and should be treated responsibly. The 16pf® Administrator's Manual contains background information on the material covered in this report.

## Response Style Indices

### Norm group

#### US combined-sex

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

### Impression Management

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

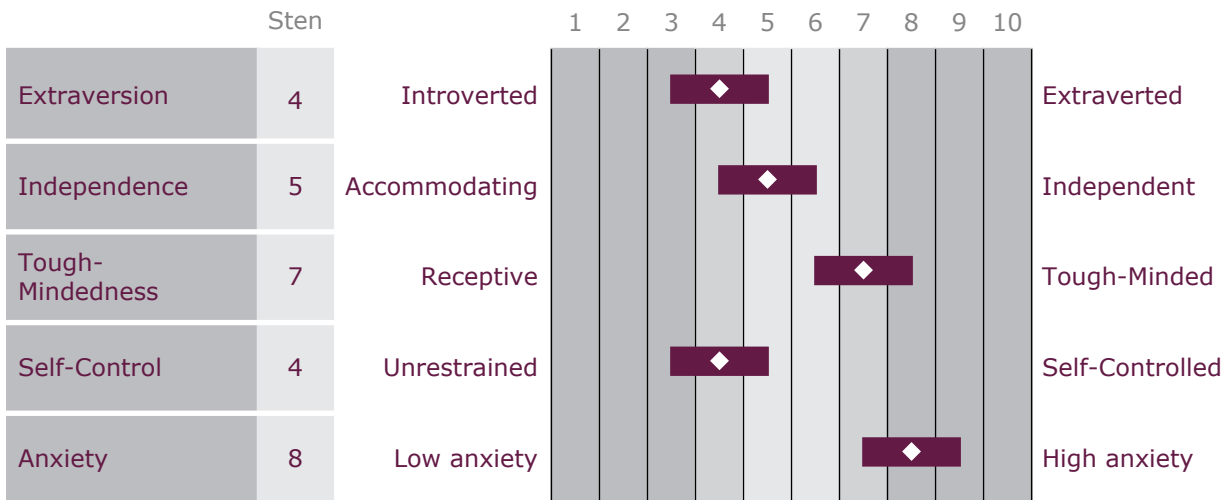
### Acquiescence

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

### Infrequency

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

## Global Factors



### Global Factor definitions

#### Extraversion

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

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

#### Independence

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

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

#### Tough-Mindedness

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

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

#### Self-Control

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

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

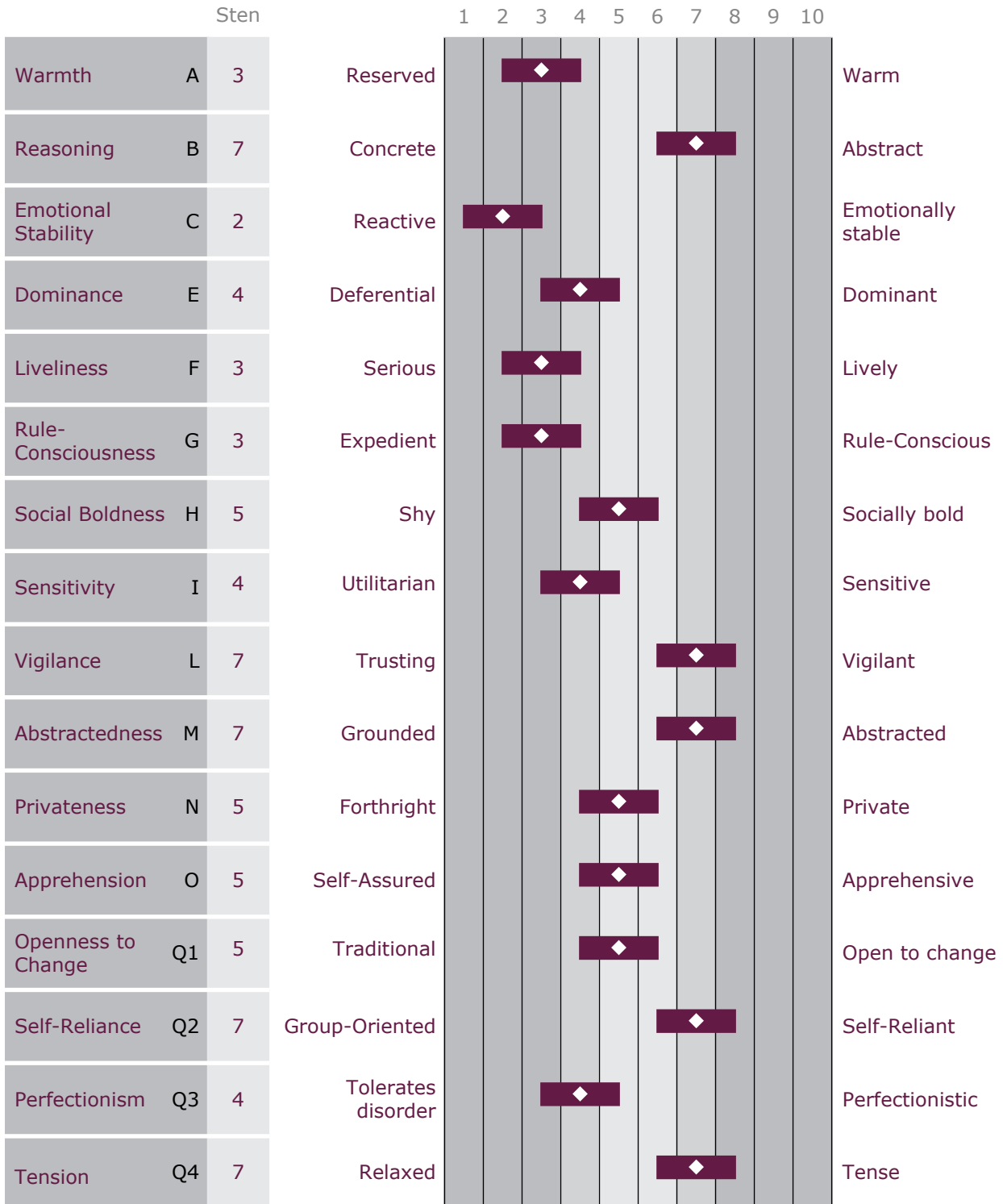
#### Anxiety

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

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

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

## Primary Factors



## Item summary

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

### Item responses

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

### Summary statistics:

Number of a-responses	= 75 out of 170 (44%)
Number of b-responses	= 21 out of 170 (12%)
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	8	13	5	11	4	8	8	8	15	11	9	8	14	12	7	15	6	1	44
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 US combined-sex norms.



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# Manager Feedback

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## Introduction

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

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

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

It is important to consider that:

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

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

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



## Manager Feedback

### Relating to Others

Ms Explorer prefers to maintain a professional rather than personal relationship with others. She is likely to be selective, only developing closer relationships with those she finds most interesting. She is likely to be cautious and restrained, preferring to consider her speech and actions carefully. People are likely to see her as serious due to her desire to avoid saying or doing things that she would regret. Ms Explorer may feel confident in situations that are familiar to her, or where she is not worried about the impression that she makes. There are also situations in which she will feel less comfortable, particularly where she is consciously trying to make a good impression. In these situations she may come across as less confident, and may be less resilient to criticism. She is open with information about herself in some situations, sharing deeper aspects of her thoughts and feelings. At other times she will feel more comfortable withholding this information and relating on a more superficial level. She prefers to work independently, valuing opportunities where she is responsible for her own performance. There may be times when she will work more collaboratively, but she could feel constrained by constant shared decision-making.

### Influence and Collaboration

Ms Explorer is relatively agreeable and accommodating and will generally seek to cooperate with the wishes of others. Her generally compliant behaviour may mean that she finds it difficult to confront others or to express contrary opinions. She may find it comfortable to express her opinions in familiar settings, or with people with whom she feels at ease. In less familiar settings, or where she is aware of the need to impress, she will feel less comfortable. Ms Explorer is likely to be quite cautious around others. She will take time to build trust in others, and will wait for them to prove that they are genuine. She is wary about why people act as they do, seeking out their underlying motives. Those who have proven themselves to her may find her trusting, but others may see her as cautious or sceptical. At times she will prefer to try out new ideas or approaches, and may challenge the status quo. However, in other situations she will prefer to rely on what has been previously well established.

### Thinking Style

Ms Explorer's thinking style may sometimes appear uncompromising and detached. She is likely to prioritise reaching the right answer over attending to the feelings of others. She will tend to pursue her ideas even in the face of disapproval or rejection, as she is likely to be more concerned with being right than being popular. She is likely to approach decisions in a logical manner. She will prefer to take decisions objectively, and will be practised in putting aside her emotions to make unsentimental decisions. Attending to her emotions and those of others is less natural for her. Ms Explorer may be generally interested in abstract theories and possibilities. She will prefer to take a broad, future-focused view of problems. She may find it easy to look for links between facts or concepts, and it may be more difficult for her to focus upon immediate practicalities.

At times she will be keen to try out new ideas or approaches, and will look for opportunities to improve upon established ideas. However, she will also be keen to maintain established solutions that she thinks are effective. Her responses to the reasoning questions indicated that she tends to prefer problems and situations that require thinking and reasoning at a practical level. Although she is comfortable with some more abstract problems, she is generally most at ease when working through problems that relate to her experience and training.

## Structure and Flexibility

Ms Explorer is reflective and deliberate. She tends to consider the various aspects of a decision before committing herself, and strives to anticipate – and therefore avoid – potential risks. She is likely to be seen as methodical, with a keen desire to focus on a subject in depth; however, this may come across as ponderous, and she could feel uncomfortable if she has to think quickly and spontaneously. She will probably not feel bound by external rules and guidelines. She is likely to take an expedient approach, circumventing or breaking rules that she sees as irrelevant or unnecessary. As a result she will perform well in situations where achieving the goal justifies the means. However, others may see her as rebellious or disruptive. It is possible that she rejects rules in general, or governs her behaviour with unconventional rules or morals. Ms Explorer prefers to take a broader view, turning her thoughts to the possibilities or implications of a situation. She will be most comfortable in situations where this is important. She may be less comfortable when she has to focus upon immediate practicalities and will tend to do so only after she has considered a broader perspective. Ms Explorer is likely to take a relaxed approach to life, and is happy when working with changing circumstances or situations. She is unlikely to be worried when priorities or requirements change, but will find it less comfortable if she has to plan ahead or to act in an organised manner.

## Management of Pressure

Ms Explorer sees herself as tending to react emotionally to the obstacles that she encounters in life. When things are going well, she will show her enjoyment and satisfaction, which can be inspirational and motivational to others. However, when things go badly, her feelings will be clearly revealed through her emotional reaction, which some people may see as disheartening or inappropriate. She generally questions the motives of others and considers the causes of their actions. She will tend to guard against others taking advantage of her, but may be more trusting in some situations. Ms Explorer may be self-assured in some situations, feeling confident in her abilities. In other settings she may experience more self-doubt, and feel that she has not said the right things or performed as effectively as she could have. She is likely to be relatively tense and driven, with lots of energy. She is generally intolerant of frustration, which can lead to action to address the source of her concerns. She will be most comfortable in an environment where immediate activity is required, although at times she will be content to relax a little.



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# Profile Categories

## Relating to Others

This category relates to the extent to which an individual wants to be with or around other people, as opposed to spending time on their own, and the amount of energy they will invest in initiating and maintaining social relationships. In particular, it refers to the closeness of relationships an individual initiates and maintains, the extent to which they like spending time with others, their comfort in social situations, the level of animation and energy they bring to their interactions, and the extent to which they are comfortable disclosing personal information.

## Influence and Collaboration

This category refers to an individual's style of self-expression and persuasion, and the extent to which they will want to go their own way/take charge of situations and influence others as opposed to co-operating and collaborating. In particular, this section describes how assertive an individual is, the extent to which they are undeterred by challenging situations and people, whether they tend towards experimentation with new and different solutions and ideas, or accommodate themselves to other people's, and the extent to which they will question the motives behind what others do and think strategically about others' intentions.

## Thinking Style

This category measures the extent to which an individual will experience the world in objective or subjective terms, and the extent to which they are open to new experiences and ideas. Specifically, this refers to the type of information an individual will take into account when making decisions. Therefore, it concerns how much an individual will consider subjective information such as their own intuition and emotions, and other people's feelings, ideas and perspectives, as opposed to how much they will focus on what is concrete and unsentimental, such as logic, objectivity and tangible details.

## Structure and Flexibility

This is about how an individual structures and orders their life, the extent to which they control their impulses, their level of self-discipline, and therefore how predictable their behaviour is. Specifically, it assesses an individual's attitude to externally imposed rules and standards, the extent to which they think and deliberate before acting, the extent to which they can focus and concentrate on tangible details, and their attitude to organisation and planning.

## Management of Pressure

This refers to the ways that an individual manages the pressures and stresses in their life. An individual's profile on this scale may refer to their general state of mind or reflect what is going on in their life at the time. The category looks at the extent to which an individual feels in control of life's current demands, the extent to which they criticise themselves, their levels of physical tension, and the extent to which they trust others.

# 16pf Client Feedback

Relating to Others				
A	Warmth	Retains more emotional detachment from people	Typical level of attentiveness to and interest in others	Higher level of attentiveness to and interest in others
F	Liveliness	More likely to be serious and subdued in relating to others	A typical level of energy and spontaneity in relating to others	Likely to be more energetic and exuberant than most in interacting with others
H	Social Boldness	Feels less at ease than most in social settings	Typical level of confidence when in social situations	More socially confident than most
N	Privateness	More willing than most to disclose information about themselves	Typical of most in willingness to disclose personal information	Less likely than most to disclose personal information
Q2	Self-Reliance	Prefers to make decisions consultatively and be part of a team	As team-oriented as most	Prefers the freedom to make own decisions and choices independently of the team

Influence and Collaboration				
E	Dominance	Prefers to avoid conflict, tending to accommodate the needs and wishes of others	Likely to express opinions, but willing to defer when appropriate	Likes to influence others, tending to express views more strongly than most
H	Social Boldness	More likely to hold back from expressing opinions, likely to be sensitive to threats	As likely as most people to confront situations and others	Likely to be intrepid in pursuing independent goals, confident in expressing opinions
L	Vigilance	Accepts and trusts that people are genuine and sincere to a greater extent than most, less likely to read between the lines	Trusts that people are sincere to the same extent as most	More likely to question the motives behind what people say and do and to think strategically about others' intentions
Q1	Openness to Change	More likely to accept other people's ideas and methods	As interested as most people in enquiry and experimenting with new and different solutions	Likely to experiment with new and different solutions to problems, oriented towards enquiry and critical thinking

Thinking Style				
A	Warmth	Retains more emotional detachment when making decisions	As likely as most to consider the impact of decisions on others	More likely to take other people's feelings, ideas and perspectives into account when making decisions
I	Sensitivity	Prefers decisions based on logic and objectivity	Incorporates both subjective and objective strategies when making decisions	Places more emphasis than most on subjective impressions when evaluating issues
M	Abstractedness	Attends to details; prefers to act rather than theorise and think about things	As attentive as most to detail and information presented to them	Less focused on detail; prefers a broader view and to reflect beyond the information presented
Q1	Openness to Change	Less likely to seek out new experiences, more interested in tried and tested ideas	As open as most to new methods and ideas	More open than most to new experiences; seeks and welcomes change

Structure and Flexibility				
F	Liveliness	Less impulsive, more likely to consider the consequences of actions	Shows typical level of forethought before speaking or taking action	Shows a higher level of spontaneity than most when taking action
G	Rule-Consciousness	Less likely to feel bound by rules and regulations; more expedient	Typical of most in level of adherence to externally imposed rules	More likely than most to accept and follow externally imposed rules
M	Abstractedness	Likely to remain focused and responsive to what is immediately necessary	As attentive as most to detail and information presented to them	More likely to focus attention on whatever happens to be going on at the time, less focused in particular with detail
Q3	Perfectionism	Less concerned with planning; leaves more to chance	As concerned with planning as most people	Higher than average concern to plan ahead and behave in an organised manner

Management of Pressure				
C	Emotional Stability	Sees self as dealing less calmly than most with life's demands at the present time	Sees self as dealing with life's demands as calmly as most	Sees self as dealing more calmly than most with life's demands
L	Vigilance	Likely to be tolerant and expect fair treatment from others	Likely to be selective about who they trust and who they do not	Finds it hard to trust others, and perceives unfairness
O	Apprehension	Less self-critical than most	Typical as most people in level of selfcriticism	More self-critical than most
Q4	Tension	Lower level of physical tension than most	Experiences typical level of physical tension	Experiences a higher level of physical tension than most