



# Profile and Manager Feedback Report

SAMPLE

**Ella Explorer**

19 December 2008

**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@5 Administrator's Manual contains background information on the material covered in this report.

## Response Style Indices

### Norm group

#### GB 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.

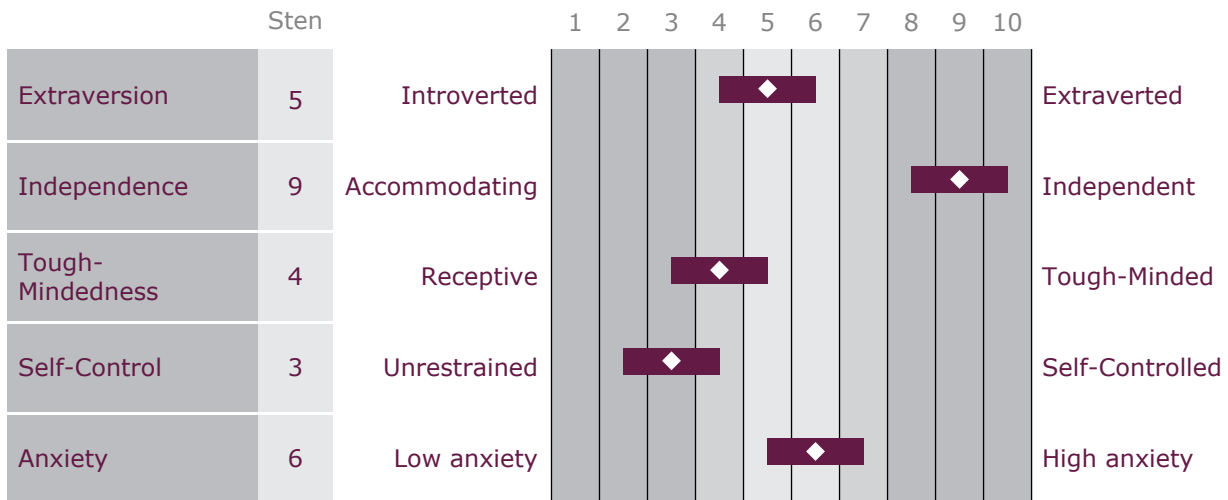
### Acquiescence

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

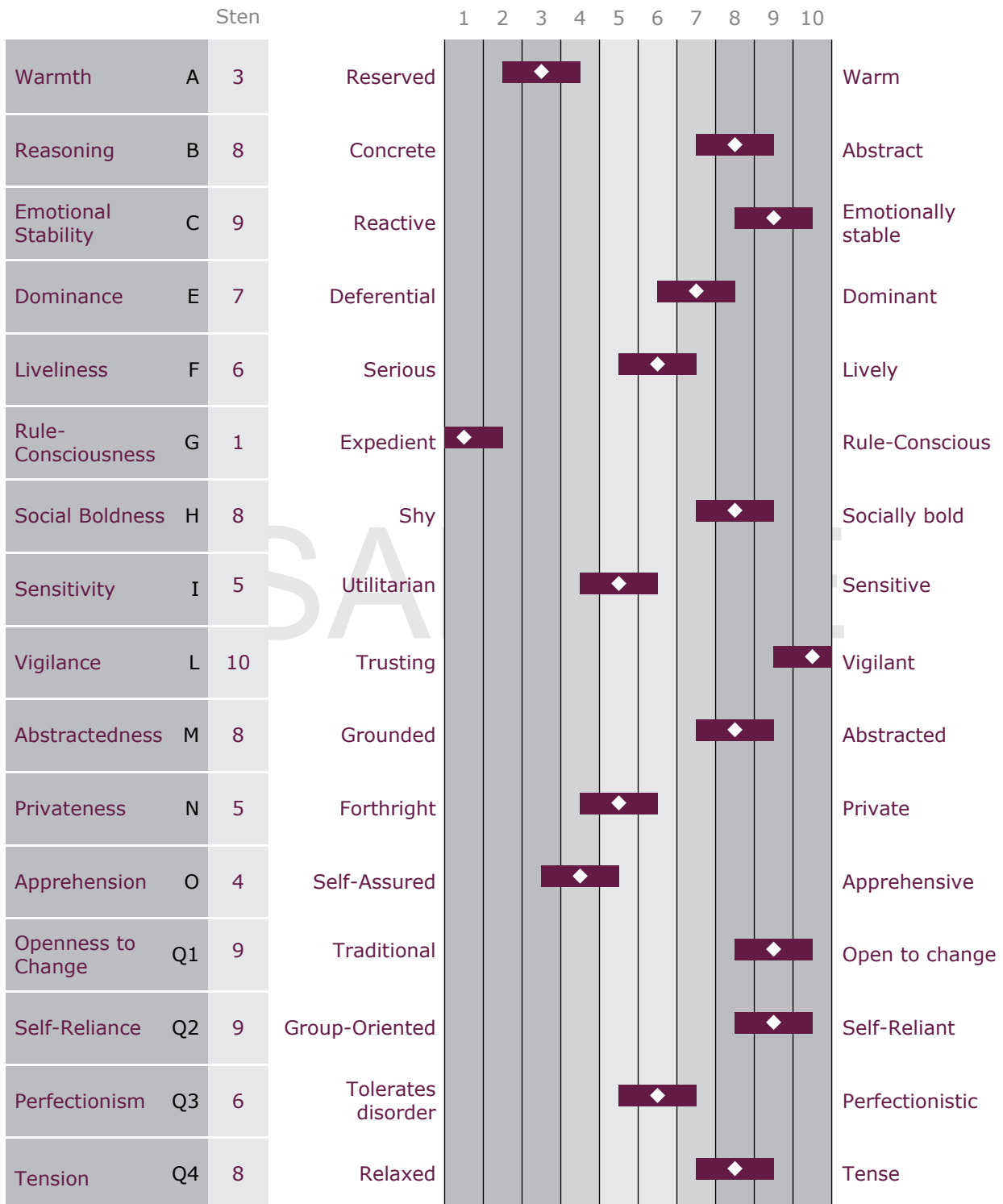
#### Anxiety

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	7	13	20	17	13	1	20	11	20	15	12	8	25	20	13	17	12	5	57
Missing items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

This report was processed using 16PF Fifth Edition Questionnaire GB Combined-Sex 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 show a mixture of caution or spontaneity depending on the situation. At times she will appear more serious and cautious, but when she feels more relaxed she may be happier to act in a less controlled way. Ms Explorer will probably find most social situations comfortable and people are likely to see her as confident and composed. She will probably seek out stimulation from challenging situations. She is unlikely to be concerned by others' reactions to her, which could mean that criticisms or challenges will not be taken to heart. 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 values the freedom to think and act independently. She will seek to take decisions on her own, and enjoys having the responsibility for herself. This will be a distinct advantage in situations where she has to work alone, or where swift, decisive action is required. However, she may be reluctant to jeopardise her independence by seeking advice or support.

### Influence and Collaboration

Ms Explorer seeks opportunities to influence the world around her and will be resolute in her views and ideas. She will enjoy situations where she feels she has control over events or people. She may be willing to defer when she does not have a strong opinion, or when she respects someone in a leadership role. She is likely to appear very confident in her own opinions and judgments. There are very few situations where she would feel ill at ease; therefore she will typically feel comfortable expressing her views and opinions regardless of the situation or audience, and without worrying too much about the impression she is creating. Ms Explorer is likely to question the motives of others and will seek to uncover their real intentions, which implies that it will be difficult for them to take advantage of her. As she will seek to understand people's ulterior motives, it will take a long time to win her trust or to influence her. She will probably be seen as sceptical, and her low level of trust is likely to be reciprocated by others. She prefers ideas that challenge the status quo and offer opportunities for improvement. She may get frustrated in slow-moving environments and could potentially overlook what is currently good in traditional, established methods.

### 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 consider both the logical and emotional aspects of decisions. In some situations she may favour a more detached, objective approach, whereas in others she will consider the importance of her feelings and values. Ms Explorer is likely to be interested in, and excited by, abstract theories and possibilities. She will probably take a broad, future-focused and conceptual view of problems, which means that finding links between facts or concepts will come easily to her. However, she may overlook the more immediate aspects of situations.

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

## Structure and Flexibility

In some situations Ms Explorer is considerate and careful in her decision-making, tending to avoid risks. At other times she will be more spontaneous, acting more quickly or taking more risks. 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 enjoys considering the broader view. Her thoughts will often turn to the possibilities or implications of a situation. This will be an advantage in situations where it is important to consider a broad setting, but she may become distracted, or lost in her own thoughts. Ms Explorer is likely to be relatively organised, but is also able to tolerate shifting priorities or requirements. She will put some plans or structure in place, but she will also be willing to adapt to changes in circumstances.

## Management of Pressure

Ms Explorer sees herself as able to cope with the obstacles that she encounters in life. She is unlikely to respond with a negative display of emotion to the ups and downs in her life, and will be seen as mature and calm. However, she is probably unwilling to admit to herself that she is affected emotionally by events, and others may see this calm approach as a lack of engagement. She questions the motives of others, and will spend a great deal of time and energy considering the causes of their actions. As a result she will be alert to potential unfairness or attempts to take advantage of her, but she will possibly be seen as distrustful or wary by others. Ms Explorer may generally appear self-assured and unworried. She is relatively confident in her abilities and performance, feeling apprehensive in very few situations. She may not fully attend to negative feedback, which could reduce her opportunities for learning. She is likely to be tense and driven, with a great deal of energy. She has a low tolerance for frustration, and this will lead her to take action to address the source of her concerns. She will perform most effectively in an environment where immediate activity is rewarded, although she could be impatient in her need for action.



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