

16pf[®] Competency Report

Ali Kahn | March 22, 2019 | 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 Competency Report

Users need considerable training and experience to accurately interpret the scores of the 16pf Questionnaire. To make this valuable information more accessible, the 16pf Competency Report provides the respondent's scores on a comprehensive framework of 20 common job competencies. The Report is written in straight-forward, business language. Each competency is described briefly in its own section.

These competencies are based on a combination of empirical research and many years of organizational consulting experience.

For each competency, this report provides: a competency score, interview questions, and development tips.

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:

- ▶ You should focus on the competencies most relevant to the role in question. Identify the most important 4-5 competencies and concentrate on them.
- ▶ 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 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 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.

Structure of the Report

The 16pf Competency 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.

Overall Summary

In this section, a graphical summary presents the respondent's likely performance on all competencies on a 1-5 scale. A score of 1 is considered very low and 5 is considered very high. Remember to focus on the 4-5 most important competencies.

Competency Results

This section explores each competency in detail. The following information is provided:

- ▶ **Overview of the Competency**

- ▶ **Indicators**

A description of how closely the respondent's profile aligns with the requirements of the competency. The degree of alignment is indicated by a symbol at the side of each indicator from the 16pf:

- +
 -
 -
- for when the results of a 16pf factor suggest a positive relationship with the competency
- for a relationship which appears negative
- when the 16pf result is moderate or balanced between a positive and negative relationship

- ▶ **Development Tips**

Development tips based on the respondent's profile on the competency.

- ▶ **Interview Questions**

This section offers a competency-based interview guide. Two standard interview questions are presented for all respondents in each competency. Below the standard questions are probing questions that vary according to the respondent's 16pf profile. These questions allow interviewers to explore areas where the respondent may need to compensate for a potential gap between their 16pf profile and the competency requirements.

Competency Definitions

This section presents definitions of all 20 competencies for reference.

Response Style Indices

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



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.



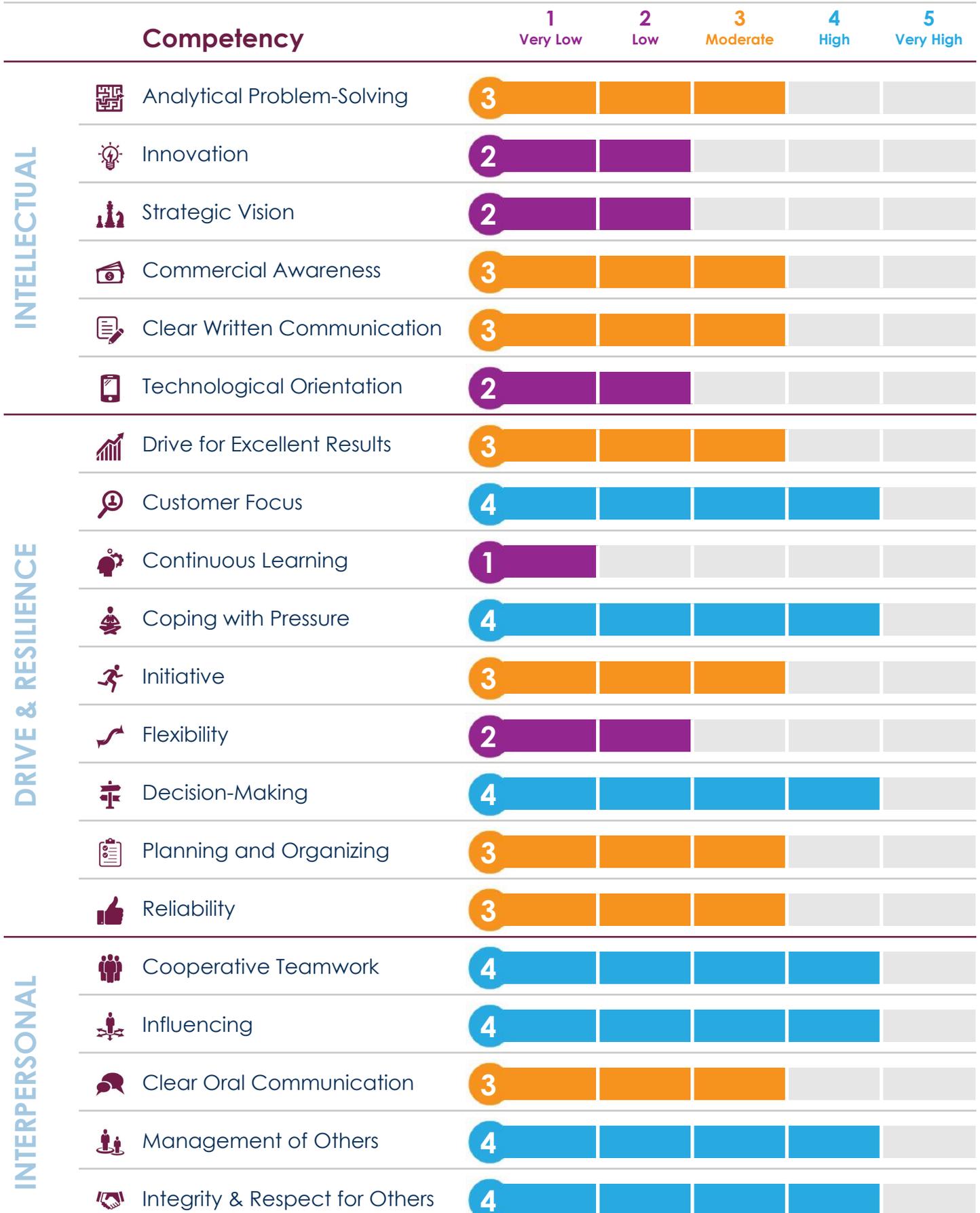
Infrequency

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



▶ **US General Population**

Overall Summary





Analytical Problem Solving

Intellectual

This competency is concerned with applying an analytical approach to solving problems and reaching logical conclusions. This means gathering information from a variety of sources and quickly gaining an understanding of it. It requires working effectively with complicated, conflicting or ambiguous information, and looking beyond the surface of issues to identify their underlying patterns and causes.

Results: **Moderate**



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is likely to balance a logical, objective approach to data with a subjective evaluation of other factors, such as the feelings of others.
- Ali may be inclined to analyze data and problems with as much consideration and cautiousness as most people.
- When solving problems, Ali is likely to balance practical considerations with some thought for the broader context of the problem.

Development Tips

Ali's balanced approach to problem-solving may be less well suited to problems that require a particularly logical and analytical mindset. When addressing this type of problem Ali should try to give more weight to what their head is telling them than to what their heart is telling them, so that Ali can maintain an objective and dispassionate stance. Within a business context, Ali may find it easier to justify and explain their more objective decisions than more subjective decisions.

Interview Questions | Analytical Problem Solving

Can you tell me how you approached solving a complex problem?

- ▶ Did you consider the feelings of others or use hard facts to solve this problem?
- ▶ Did you think things through first or take some practical action?
- ▶ Were you more aware of the context or the detail of the issues involved? Why?

Tell me about a time when you needed to quickly understand a situation.

- ▶ Was it more important to understand facts and figures, or feelings and opinions?
- ▶ How do you feel about having to understand a situation under time-pressure?
- ▶ Did you need to see an overview of the situation to understand it, or were you more concerned with the details?

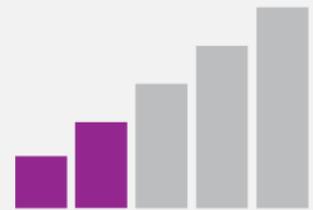


Innovation

Intellectual

Innovation is about turning creative ideas into original solutions. This competency is concerned with producing new or different approaches to current situations and enabling this creativity in others. An innovative approach involves both generating ideas and seeing them through to implementation.

Results: Low



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali prefers stability and established work styles. This person is less likely to question how things are done.
- Ali is generally open to ideas, while keeping a focus on what is practical and immediately necessary.
- Ali's style is likely to be balanced between taking time to consider ideas, and being more spontaneous and enthusiastic about taking action.
- Ali's attitude towards rules will allow this person to accept standard procedures and practices and abide by them where necessary, but not adhere to them so rigidly that Ali will dismiss necessary changes.
- Being as organized as most, Ali prefers to have some structure in work, while at the same time adapting to changes as they arise.

Development Tips

Being more comfortable with well-established ways of doing things, Ali is more likely to make small adjustments to current processes rather than embracing a truly novel approach. When other people share their ideas this person may appear resistant - particularly where the current system appears to be doing what is required of it. Ali might consider spending more time with those radical thinkers, encouraging them to share their ideas in full before anyone (including Ali) evaluates them.

While Ali generally exhibits a balance between caution and risk-taking, in situations where innovation is a critical success factor they may wish to make a conscious effort not to initially focus on the risks when working with new ideas or notions. When considering their own ideas or evaluating others', this individual may find it productive to list the advantages of an approach before they consider the reasons not to do it. Ali should find that this makes it easier to come up with new alternatives and could also mean that others will be more willing to come to this individual with their suggestions.

Interview Questions | Innovation

Can you tell me about a time when you made a significant improvement to the ways things were done in your team, department or organization?

- ▶ What role did you play in creating new ideas?
- ▶ How did you ensure you kept a focus on the immediate practicalities as well as the big picture?
- ▶ How did you evaluate the need for urgency versus caution in getting this done?
- ▶ How did you decide what changes would and wouldn't be acceptable with regard to existing procedures or guidelines?
- ▶ How did you plan this work?

Tell me about a time when you transformed an idea into a significant improvement for your organization, department or team.

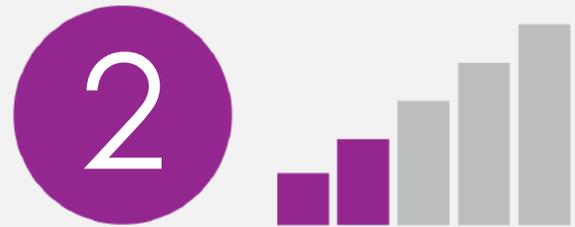
- ▶ Where did this idea originate?
- ▶ How did your ideas impact at the strategic and practical levels?
- ▶ How did you decide on the timing of implementation?
- ▶ How did you align the new and the established work styles?
- ▶ What plans did you put in place?

Strategic Vision

Intellectual

This competency is concerned with creating a clear view of the future of the business. People demonstrating Strategic Vision consider the long-term goals of their organization and define the strategy that will enable others to achieve this. They also take into account the environment in which their business operates and anticipate future changes or challenges for the organization.

Results: **Low**



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is likely to strike a balance between considering broad strategic concerns and attending to immediate tasks.
- Ali's preference is to maintain the status quo and rely on tried and tested methods. This individual is likely to feel uncomfortable in an unfamiliar and constantly changing environment.

Development Tips

Ali thinks through the practicalities of how strategic changes will be implemented. However, this individual may at times allow this tendency to limit the scope of their strategic thinking. Ali could try to split the 'what' and the 'how' into two separate stages, so that some of their more visionary, future-focused ideas are not rejected prematurely on the grounds of being unrealistic or impractical.

A preference for stability suggests Ali will be dependent on what has worked in the past when creating or contributing to strategy. Once the plan is in place, this individual is unlikely to welcome significant changes. Ali could develop skills in this area by discussing and thinking about how the needs of the organization will change over the coming years. Taking a longer term view will allow Ali to generate ideas for gradual change to prepare the organization, thus reducing the need for sudden changes of plan.

Interview Questions | Strategic Vision

Tell me about your role in creating a compelling vision for the future of your department or organization.

- ▶ How did you balance considering a new direction with taking practical implications into account?
- ▶ How did you develop ideas for responding to future organizational/departmental requirements?

What has been the greatest strategic challenge that you have faced in your career so far and how did you respond to it?

- ▶ What was more important: getting day-to-day considerations right or attending to a longer term vision?
- ▶ What changes did you implement to adapt to the challenge?

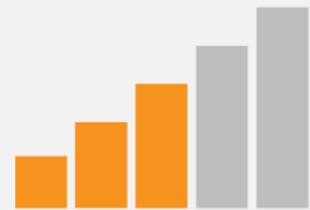


Commercial Awareness

Intellectual

Those who are commercially aware consider the flow of money and resources through an organization, and the need to get maximum value at each stage. They seek to achieve commercial objectives, such as profitability, so that the business can be as competitive and successful as possible.

Results: **Moderate**



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali seems likely to show a preparedness to compete with others to gain commercial advantage, but will also show willingness to concede in some situations to avoid unnecessary conflict.

Development Tips

When it comes to achieving commercial objectives, it may be beneficial for Ali to exert more influence and provide more direction to others. This individual may find it useful to consider what holds them back from being more direct in the way they attempt to influence others on commercial matters. Considering the commercial benefits in these situations may encourage Ali to be more assertive and direct.

Interview Questions | Commercial Awareness

Tell me about an organization that you have worked for that has maximized its profitability. What part did you play?

- ▶ Did you have too much or too little control over others?

Describe a situation where you ensured financial factors were considered.

- ▶ How did you influence others to contribute to the organization's commercial success?

Clear Written Communication

Intellectual

This competency concerns the ability to write clearly and succinctly. Clear Written Communication means adapting the style and content to meet the demands of the situation and audience. To communicate clearly and effectively will usually mean using well-structured, logical arguments and avoiding unnecessarily technical or complex language.

Results: Moderate



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is likely to use both imaginative, subjective information and factual data in communication.
- Ali's style of communication is likely to balance the expression of this person's individuality with adherence to the standard ways of creating written documents.
- A reasonably well-thought-through approach to writing is likely to appeal to Ali while still making room for spontaneity.

Development Tips

To ensure that this individual is understood by a diverse audience, Ali should ensure that they take a logical and well structured approach to working. From time to time, Ali may wish to enlist the assistance of a colleague, who they feel demonstrates a strong ability to communicate in writing in a highly logical and structured way, so that this colleague can review Ali's work and provide constructive feedback.

Interview Questions | Clear Written Communication

Can you give me examples of how you have adapted your writing style to communicate with different audiences?

- ▶ Did you adapt to be more empathic or more logical according to your audience?
- ▶ How did you ensure your work was appropriate to the audience?
- ▶ Could you talk me through how you researched this project?

Can you give me an example of a time when you communicated complex matters to a non-specialist audience in a written format?

- ▶ How did you engage your audience?
- ▶ What conventions did you follow? What might have been regarded as unconventional in your approach?
- ▶ Tell me about the planning you did for this.

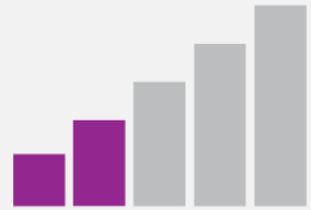


Technological Orientation

Intellectual

Those demonstrating Technological Orientation show comfort and aptitude using technology in order to reach goals more efficiently and to a higher standard of quality. It means showing an openness to advancements in technology and being quick to understand them. People who are strong in this area will use technology appropriately, and will help others to appreciate and understand the benefits of using technology.

Results: **Low**



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali prefers tried-and-tested approaches, and is cautious about new ideas.

Development Tips

While Ali is probably comfortable with the everyday use of familiar technology, this person is unlikely to embrace or promote new technology or applications. Ali might benefit from taking the initiative to find out about the benefits of these innovations to develop personal openness towards new applications of technology.

Interview Questions | Technological Orientation

Give an example of when you have used technology effectively to deliver a project.

- ▶ If you did this again, would you change anything?

Describe a time when you have had to learn to use new technology.

- ▶ What promising ideas for future improvements emerged from using this new technology?

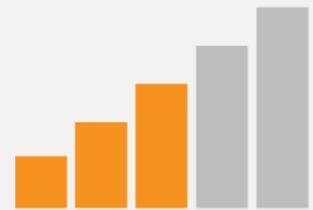


Drive for Excellent Results

Drive & Resilience

This competency requires a strong focus on setting and meeting high standards. People who drive for excellent results expect high standards from themselves and others. To be sure of this, they will take appropriate steps to monitor the quality of their own work and that of others.

Results: Moderate



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali will show as much concern as most people for completing tasks with a high level of quality.
- Ali is likely to display a typical level of caution and so would be inclined to monitor quality in areas of importance.
- A sense of responsibility is likely to lead Ali to check the quality of work where appropriate.

Development Tips

Ali sometimes becomes distracted by new or alternative ideas or tasks. Making efforts to complete the task currently being worked on before moving on to a new task could improve this individual's results. By imposing greater levels of self-discipline upon themselves it will be less likely that Ali will attempt to juggle too many activities at any one time, thus improving the ability to focus on, and persevere with, the task in hand.

Interview Questions | Drive for Excellent Results

Please give an example of when you have exceeded the expected quality of work.

- ▶ Were creativity and flexibility required, or were organized planning and attention to detail more important?
- ▶ Did you opt for speed or accuracy?
- ▶ How did you ensure that you got things right?

Give an example of when you have had to ensure others worked to deliver high-quality results.

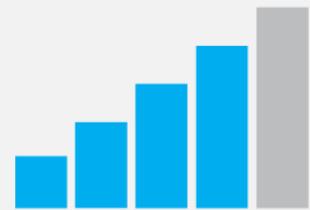
- ▶ How did you communicate the expected level of quality?
- ▶ How did you balance monitoring with taking direct action?
- ▶ Who was responsible for achieving high quality - you or others?

Customer Focus

Drive & Resilience

People demonstrating Customer Focus are eager to develop strong, lasting relationships with their clients. They are driven by a desire to understand and satisfy their customers' needs, exceeding their expectations wherever possible. This competency may be concerned with clients inside or outside the organization; internal customers may be other departments or individuals from the same organization.

Results: High



Indicators from the 16pf Questionnaire for Ali Kahn

- + Ali is likely to be motivated to form warm relationships with customers, and shows a strong desire to help and support them.
- Customers will find Ali plans ahead and is generally organized, without being inflexible.
- + Trust in others should lead customers to find Ali straightforward in dealings with them.

Development Tips

More task-focused customers might be uncomfortable with Ali's focus on developing close relationships. In other cases, this individual might become distracted by the relationship to the detriment of the organization. For Ali, it will be important to balance strength in this area with sensitivity to other people's preferences and the commercial needs of the organization.

Some customers may take advantage of Ali's trusting nature. This individual may need to be a little more aware of the customer's motivations, rather than expecting personal loyalty to be reciprocated in every case.

Interview Questions | Customer Focus

Please give an example of when you have demonstrated a customer-oriented approach.

- ▶ Have you ever risked making such an effort to please a client that what you delivered may not have been commercially viable?
- ▶ How much planning did you do?
- ▶ How did you establish that the customer had good intentions?

Tell me how you dealt with a challenging customer.

- ▶ How did you stand up to this customer and protect your own feelings?
- ▶ Did you follow a plan or adapt as you progressed? Why?
- ▶ In what way was the customer responsible for this challenge?

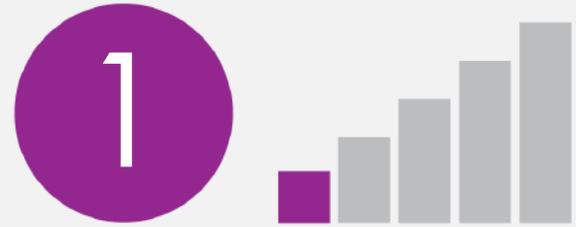


Continuous Learning

Drive & Resilience

This competency is concerned with continually seeking new knowledge and skills, as well as developing existing capabilities. It involves taking advantage of all opportunities for professional development, seeking feedback on both style and performance, learning from others and gaining valuable lessons from successes and mistakes.

Results: Very Low



Indicators from the 16pf Questionnaire for Ali Kahn

- This person enjoys being in familiar situations where they know what is expected of them. Ali may not push into novel situations that will provide stretch or personal development.
- Ali is likely to take a reasonably planned approach to self-development so as to achieve personal goals.
- Being generally confident in their ability, this individual is likely to be realistic about feedback and prepared to learn and develop in certain areas.
- As Ali is more confident and thick-skinned in social situations than most people, this person may have few doubts about their own abilities and might not act on criticism or feedback from others.

Development Tips

Ali may be slower than some people to take on significant challenges when it comes to learning and professional development. This person would be advised to question the reasons for any resistance, perhaps asking themselves what learning opportunities they will miss if failing to take advantage of the available opportunities.

This individual is reasonably open to feedback from others, although Ali could at times be more proactive in directly approaching others for feedback. By initiating this process of seeking out the views, guidance and experience of others, Ali may be able to gain a more comprehensive picture of their strengths and development needs. To achieve this, Ali should seek feedback from people who work with them in a range of situations.

This person's high level of confidence in social situations may mean Ali does not pick up on feedback or cues (particularly subtle ones) from others. Ali may need to make time to talk to others and then reflect upon their feedback.

Interview Questions | Continuous Learning

How have you ensured that your knowledge and skills are sufficiently up to date?

- ▶ Have you been in any completely new situations recently that have helped you keep up to date?
- ▶ Does your learning tend to be planned in advance or unstructured?
- ▶ How do you know if you have a development need?
- ▶ What risks and challenges have you encountered when learning new skills?

Tell me about a time when you have sought feedback from others. How did you do it and how did you use the information to improve the way you work?

- ▶ What changes in your approach resulted from this?
- ▶ Did you plan in advance or take opportunities as they arose?
- ▶ What prompted you to seek feedback?
- ▶ Tell me how criticism affects you.

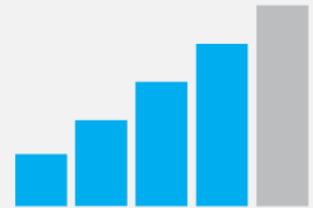


Coping with Pressure

Drive & Resilience

Coping with pressure requires a positive attitude in stressful situations or following failure. It relies on the ability to manage one's own emotions, a willingness to take on challenging tasks, and the energy to remain focused on those tasks when presented with obstacles.

Results: High



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali has as much control over personal emotions as most people, and should feel able to cope with common setbacks and problems.
- This person is likely to be as confident in their own abilities as most people and therefore Ali is likely to accept personal responsibility for their actions.
- + Ali is likely to maintain high levels of social confidence even in difficult circumstances or situations of conflict.

Development Tips

When facing unusually difficult situations, Ali may become disheartened, begin to get things slightly out of perspective and doubt their abilities. In these situations it may be beneficial for this individual to consider the coping strategies available to them. This could include breaking large challenges down into smaller, more manageable parts, delegating effectively and talking about their concerns to one or several trusted colleagues.

Ali's high levels of social confidence and potential to take risks may sometimes create stressful situations. This may provide stimulation, but it may be counterproductive if Ali does this without awareness or control over the personal impact and impact on others.

Interview Questions | Coping with Pressure

Describe a time when you received criticism at work. How did you react?

- ▶ What would others have noticed about your feelings in this situation?
- ▶ Which aspects of the criticism did you accept and which did you reject?
- ▶ In what way did you challenge this criticism?

Tell me about a time when you had to deal with aggressive customers or colleagues.

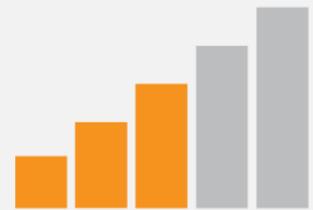
- ▶ What feelings or emotions did you convey in this situation?
- ▶ How much responsibility did you take for this problem?
- ▶ Describe how you demonstrated sensitivity to the other person in this situation.

Initiative

Drive & Resilience

People showing Initiative are constantly looking for things to do. They are self-confident and proactive and will generate activity for themselves rather than waiting for instruction. They are also prepared to take risks if they feel there is potential benefit in doing so.

Results: Moderate



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is likely to display as much activity and energy at work as most people.
- As self-assured as most people, Ali should usually feel secure about using initiative.
- Ali is generally consistent, but will occasionally allow their personal mood to affect productivity and achievement.
- + Ali will be eager to gain the attention of others through their initiative and taking on challenges or risks.
- Generally, Ali's preference is to stick to personal knowledge, and it is likely that this individual will contribute best in familiar roles and activities.
- Ali is likely to be as willing as most to take the initiative and express individual views about how goals should be achieved.

Development Tips

There may be times when Ali talks themselves out of stepping forward and taking the initiative due to concerns about performing poorly in the new area. It may be valuable for Ali to remember that most learning comes from experiences that are outside of one's comfort zone and that inevitably involve a degree of risk and a step into the unknown. Sometimes not taking the initiative can in fact bring greater risk than taking the initiative and seizing opportunities.

Ali may find that high levels of self-confidence in social situations means this person does not easily notice criticism from others; as a result Ali may occasionally implement initiatives that do not have the full acceptance of others.

Ali's profile suggests an unlikely tendency to question the way things are currently done or look for new ways of operating. This person could try talking to people above or below themselves in the organization to identify opportunities to make a difference.

Interview Questions | Initiative

Tell me about an important project you were responsible for.

- ▶ How did you motivate yourself?
- ▶ What personal shortcomings affected your ability to do this?
- ▶ How did you respond to setbacks and problems?
- ▶ What was your reaction to any pressure or criticism from others?
- ▶ What new approaches or changes did you try?
- ▶ Tell me how you included other people's needs as well as your own.

Please give an example of when you had to take the initiative to get something done. What prompted you to do this?

- ▶ What pace was appropriate to adopt?
- ▶ How did you know you were taking the right course of action?
- ▶ Did you experience any challenges or disappointments? In what way did this affect your work?
- ▶ How did you manage the risks in this situation?
- ▶ In this situation, what did you do that was new or experimental?
- ▶ Did you get things done your way or include other people's views? Why?

Flexibility

Drive & Resilience

This competency is concerned with responding well to change. It requires a positive attitude toward change and a readiness to adapt when presented with new information, new situations or shifting priorities.

Results: Low



Indicators from the 16pf Questionnaire for Ali Kahn

- As a fairly traditional individual who values stability, Ali may find responding to change quite challenging.
- Ali generally feels able to cope with unexpected demands in a calm way.
- Generally respecting rules and procedures, Ali will adhere to convention unless new guidelines suggest it is necessary to make changes.
- It is likely that Ali will enjoy some structure in the work environment, but will be prepared to adapt plans when necessary.
- Ali is likely to consider the implications before acting in some circumstances and to react spontaneously in others, depending on the situation.

Development Tips

Ali prefers work that is predictable and familiar, rather than an environment that requires adapting on a regular basis. In a job where this person is expected to adjust to changing processes or priorities, Ali may need to be faster and more positive when responding to requests. It may help if Ali can explain to others - especially in advance - a preference to understand more about the need for change and to have some warning when possible.

When unpredicted events arise, there may be room for Ali to react and adapt more quickly than they do presently. Ali may find it useful to give some thought to the factors that prevent adapting their plans more rapidly in light of changing circumstances. While plans and systems are key to successfully achieving objectives, they should be flexible enough to allow for the unexpected. Ali could potentially further develop their flexibility by deliberately seeking out projects that encompass a high degree of uncertainty and change.

Interview Questions | Flexibility

Tell me about the most difficult change you have dealt with at work.

- ▶ What did you need to know about the changes before you responded?
- ▶ What did others notice about your mood and coping strategy during this time?
- ▶ Did you conform to what was expected?
- ▶ Tell me about the planning and organization necessary for this task.
- ▶ Was it more important to be enthusiastic or cautious about this change?

Please give an example of when you have responded to changing work priorities.

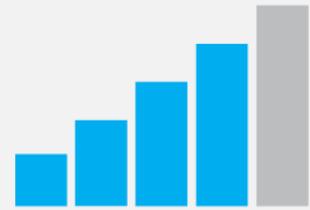
- ▶ What was your reaction to the need for change?
- ▶ What coping strategies did you adopt to deal with this situation?
- ▶ What standards did you have to adhere to or compromise in order to respond?
- ▶ Describe how you altered your usual work plan to accommodate this change.
- ▶ How did you balance enthusiasm with caution?

Decision-Making

Drive & Resilience

This competency is concerned with making clear, appropriate decisions. This may be necessary even with incomplete or ambiguous information, and under time pressure. An effective decision-making style requires the resilience to make unpopular decisions where necessary, and to take responsibility for the outcomes and impact of those decisions.

Results: **High**



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali tends to incorporate both subjective and objective data in order to make a decision.
- +
- Ali is likely to express opinions confidently, and may share even unpopular thinking with other people.
- Preferring to strike a balance between leading and being led, Ali should be comfortable taking on decision-making responsibility when appropriate.
- Ali's focus is likely to be on both facts and hard data as well as insights and possibilities when making decisions.
- Making decisions either alone or with the support of others will be comfortable for this person.

Development Tips

Ali could improve their decision-making by ensuring that they remain detached and objective in their approach. When working on problems that require a quick, objective decision Ali may find that allowing their subjective impressions to enter the process will slow down the decision-making process. Ali could experiment with making more rapid, objective decisions relating to issues that are relatively low in importance to see if this produces better or worse outcomes. If this approach yields positive outcomes, they could then extend this logical, objective decision-making style to issues of higher importance.

Ali may not pick up cues from others; This person may sometimes be so confident in front of other people that they do not realize others are attempting to communicate via hints or suggestions. As a result Ali may sometimes make decisions without being aware of the thoughts of others.

Interview Questions | Decision-Making

Tell me about an occasion when you have had to make a difficult decision involving other people.

- ▶ What was more important to you, people's feelings or the objective facts?
- ▶ How did you share unpopular decisions with people?
- ▶ How did you include others in the decision as well as ensure your own views were incorporated?
- ▶ Did you pay more attention to the facts or to your insights?
- ▶ Describe how you involved other people in making this decision.

Using a recent example of an important decision you have made with other people, tell me about your decision-making process.

- ▶ Were you detached from, or involved in, this decision?
- ▶ How did you know you had made the right decision?
- ▶ Who made the final decision?
- ▶ How much time did you spend focusing on the facts and how much time on the broader possibilities?
- ▶ How much of this was done independently and how much with other people?

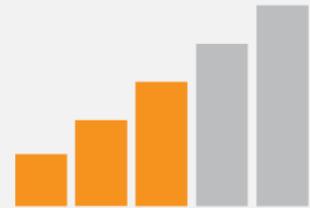


Planning & Organizing

Drive & Resilience

This competency requires people to establish and prioritize tasks and objectives in order to manage time and resources appropriately. Effective planners will set deadlines based on the time required for each task, and on how each part of their plan affects the others. They will also have backup plans in case the situation changes.

Results: Moderate



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is likely to be generally organized, and will prioritize and follow plans when necessary without rigidly adhering to them.
- Ali will be as conscientious as most people about incorporating standard procedures into personal plans.

Development Tips

Ali could further develop the capacity to plan and organize projects by being more detailed and thorough in the way they manage time and resources. One way of doing this would be for Ali to review their plans, looking at where certain parts of the project can be further broken down into more discrete sub-tasks. Furthermore, this person could increase the extent to which they consider the interdependencies between the various components of a project. This could be achieved either through formal project management training or by working closely alongside an experienced project manager.

Interview Questions | Planning & Organizing

Give me an example of when you have had to organize a major piece of work, project or event.

- ▶ How did you balance following plans with the need for flexibility?
- ▶ How did you establish guidelines and processes for this work?

Describe a time when you planned a project that involved other people. How did you allocate tasks to them?

- ▶ How did you respond to those who had a different planning approach than you?
- ▶ Did you encourage people to follow set procedures or do things their own way?



Reliability

Drive & Resilience

People demonstrating Reliability are conscientious and focused on working for the good of their team and organization. They willingly follow processes and procedures, rarely miss work or appointments and always warn others in advance if it seems they might fail to meet their commitments.

Results: Moderate



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali will generally be consistent in behavior and follow the rules when necessary.
- Ali is as self-disciplined as most people, appearing to be generally conscientious and reliable when faced with important issues, but prepared to be more casual at other times.
- Prepared to follow other people's lead when necessary, Ali will also be capable of being autonomous when it comes to meeting commitments.

Development Tips

Ali will sometimes adapt rules or procedures in order to meet the end goal, which could actually lead to them being seen as less reliable. Ali should ensure that they gain clarity at the beginning of a project regarding what the room is for adapting processes in order to meet the end goal. Ali should keep stakeholders informed through explicit communication to ensure that expectations are being met.

Interview Questions | Reliability

Give an example of a time when you were unable to fulfill a promise you had made to a work colleague or client.

- ▶ What more could you have done to fulfill your commitments?
- ▶ How did you show a willingness to be reliable and flexible in this situation?
- ▶ Did you take control or fit in with what others wanted?

Describe a time when you had to do some work that didn't stimulate you.

- ▶ Did you persevere or find a way around it?
- ▶ Did you change your approach to the work or stick with convention?
- ▶ Did you comply or fight for what you wanted?

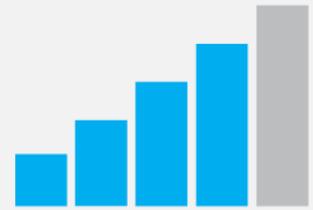


Cooperative Teamwork

Interpersonal

Cooperative teamworking means building supportive relationships within a team, based on trust and respect. It requires listening to each other, adapting to other people's different work styles and focusing on shared goals. It also means being willing to challenge others and to accept challenge as a way of getting the best results for the team.

Results: High



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is likely to prefer to strike a balance between having a sense of belonging to a team and retaining a sense of independence.
- +
- +
- +
- +
- Ali has as much energy and drive as most people and is therefore likely to contribute a sense of urgency when appropriate.

Development Tips

Ali's desire for close personal relationships may be too much for some other team members. Ali might need to develop the relationship gradually with these people, perhaps initially focusing the conversation on work matters and adapting the approach to each individual.

At their most trusting, some people with Ali's profile are easily manipulated by others. This can lose them the respect and trust of other colleagues, which can itself cause problems in the team.

As a socially confident individual who finds it easy to meet new people, Ali should be careful not to overlook or exclude those who are less outgoing. It would be useful for Ali to pay more attention to their needs and concerns in order to avoid unintentionally upsetting them.

Interview Questions | Cooperative Teamwork

Tell me about how you built strong working relationships in your current/last job.

- ▶ Did you prefer working independently of others or as a team member?
- ▶ How did you balance being friendly and remaining professional with colleagues?
- ▶ How did you ensure that people didn't take advantage of you?
- ▶ Tell me how you provided others with feedback.
- ▶ How would others describe your energy levels and patience?

Give an example of when you have had to manage a difficult relationship at work.

- ▶ Did you solve this problem alone or with the support of others?
- ▶ How did you deal with the possibility of being unpopular in this situation?
- ▶ How did you become aware of the motives behind the other person's behavior?
- ▶ Could you have been more sensitive to the other person in this situation?
- ▶ How patient were you in resolving this issue?

Influencing Interpersonal

Influential communicators balance the need to shape outcomes in the short term with the requirement to maintain successful long-term relationships. This means understanding others, knowing what will motivate and inspire them to achieve common goals, and also what to give and what to hold back in negotiations. It also often requires the use of personal and professional contacts to influence people across teams or organizations.

Results: High



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is as inclined as most people to attempt to influence others.
- +
- Ali will be comfortable making contacts and will be confident in personal communication, not being afraid to take on challenging people and situations.
- Ali is as unlikely as most to be hampered by feelings of self-doubt when attempting to influence others.
- As a tolerant and accepting person, this person may risk others taking advantage of them in negotiations.
- Ali will appear as open about personal thoughts and as politically astute as most people.

Development Tips

Ali tendency to trust others could mean being easily influenced by people who take a more complex or political approach. Ali could enhance their personal ability to influence by taking time to consider other people's agendas and motivations.

Interview Questions | Influencing

Please give an example of when you have persuaded a colleague to use a particular approach when completing a project.

- ▶ Was it more important to be assertive or accommodating in this situation?
- ▶ Could you have been more considerate in this situation?
- ▶ What went well and what went less well in this situation?
- ▶ How did you know you could trust this person?
- ▶ Were you diplomatic or forthright with this person?

Give an example of when you have had to negotiate your way past objections.

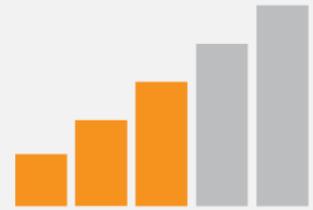
- ▶ How did you put forward your own needs and viewpoints, while ensuring that others' wishes were accommodated?
- ▶ What did you notice about others' reactions to your approach?
- ▶ How self-confident were you in this situation?
- ▶ How did you ensure you could trust people's intentions in this situation?
- ▶ Was it more important to be cautious about what you revealed or open with others in this situation?

Clear Oral Communication

Interpersonal

This competency concerns the ability to speak clearly and fluently. It is demonstrated by taking a logical, structured approach, adapting to the needs of the situation and the nature of the audience. It also involves checking the audience has understood the message. Beyond merely presenting clearly, this competency is also concerned with ensuring strong two-way communication.

Results: Moderate



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is generally self-assured and as comfortable as most when required to self-introduce in social settings.
- + Public speaking and giving presentations are not likely to pose a challenge for Ali. This individual usually enjoys being the center of attention.
- Ali prefers to be in predictable situations, and may not enjoy responding and adapting the presentational style to new or unexpected demands.

Development Tips

In general, Ali's confident manner will be a great advantage in communication. However, this individual may wish to take time to ensure that the audience is really receiving the message trying to be conveyed. To achieve this Ali may wish to seek feedback, either during or after a key communication, to understand how their message has been received.

Ali may not adapt the style or content of communications to suit the situation or the needs of an audience, preferring instead to use the approach which is most comfortable. Ali might find it useful to seek style feedback from others in different contexts. Ali could also reflect on the differences in other people's styles and when each style might be most appropriate.

Interview Questions | Clear Oral Communication

Please give an example of a time when you have used effective oral communication to explain complex concepts to others. How did you ensure they understood your points?

- ▶ What went well and what went less well?
- ▶ Were you aware of any risks or threats in this situation?
- ▶ How did you ensure that you were original and could respond creatively to unexpected demands?

Tell me about the last presentation you gave.

- ▶ How did you deal with any signs of criticism from others?
- ▶ What sort of feedback were you aware of as you were presenting?
- ▶ Did you stick to a familiar approach or try something new?

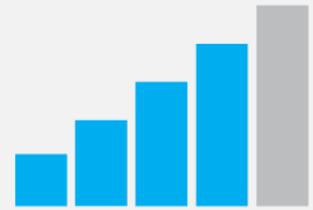


Management of Others

Interpersonal

At all levels, effectively managing others means enabling them to perform. Essential to achieving this is setting a clear direction and delegating fairly and appropriately to give direct reports the means to achieve their goals. Those who manage others effectively will also look for opportunities to develop them by encouraging them to take on greater responsibility and make decisions for themselves.

Results: High



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is likely to express opinions, taking the lead but showing willingness to consider other people's wishes when appropriate.
- Ali tends to deal with problems and setbacks as calmly as most.
- + Inclined to seek close personal relationships, Ali's management style is likely to be people-oriented and supportive.
- + Ali's social confidence may mean expressing opinions to others, even if unpopular.
- Reasonably self-assured, Ali is likely to project confidence to others, while at the same time being alert to the possibility of what might go wrong.
- + Tolerant and accepting of others, Ali has a trusting attitude and is likely to be constructive and positive about people's abilities.

Development Tips

Ali may need to be careful that a focus on building and maintaining close relationships with people does not distract anyone from meeting the team's objectives.

Ali's faith in other people could mean allowing them inappropriate freedom in the way they perform their roles. Ali may need to check on them more frequently than done currently.

Interview Questions | Management of Others

Tell me about a time when you were responsible for managing someone or a team of people. This may be with or without formal management authority.

- ▶ Do you think you achieved the right balance when consulting with others?
- ▶ How did you manage your emotions when things became challenging?
- ▶ Would you consider yourself task- or people-oriented? Can you explain why?
- ▶ What do you do to ensure you are approachable and sensitive to feedback when managing other people?
- ▶ Have you been alerted to any personal errors you've made when managing others?
- ▶ How do you gain an insight into the motivations and trustworthiness of others?

Tell me about a time when you have delegated an important task to someone else.

- ▶ How did you balance allowing freedom with giving direction?
- ▶ What sorts of problems emerged and what skills did you use to deal with them?
- ▶ How did you set limits on the other person in this situation?
- ▶ What disagreements were you aware of, and how did you manage them?
- ▶ How did you know you took the right approach to this situation?
- ▶ How did you ensure that you were aware of the other person's motivations and reliability?

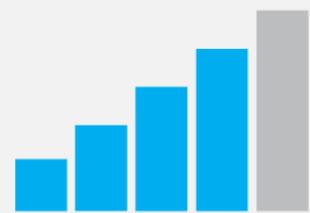


Integrity & Respect for Others

Interpersonal

People demonstrating integrity take an ethical approach to their work and relationships. They are discreet with confidential information, whether it is of a personal or professional nature, and treat others fairly. They will also take action when they believe others, or the organization itself, are acting unethically.

Results: **High**



Indicators from the 16pf Questionnaire for Ali Kahn

- Ali will be realistic about standards of behavior, being flexible when necessary but abiding by the rules when needed.
- This individual will aim to be appropriate in what they reveal and should be willing to monitor their sharing when dealing with confidential information.
- Prepared to follow agreed rules and standards of behavior, Ali may nevertheless bypass them if they conflict with personal principles.

Development Tips

Ali could be more willing to challenge themselves and others when the possibility exists for rules and guidelines to be circumvented. In situations where this person feels that the end could justify the means, they should try to define the behaviors and attitudes that are acceptable versus those that could compromise ethical standards. Ali could also actively challenge behaviors or actions that they believe could demonstrate a lack of integrity. This is likely to further enhance Ali's reputation as an individual who demonstrates a strong ethical stance.

Interview Questions | Integrity & Respect for Others

Give an example of when you incorporated values and ethics into your decision-making.

- ▶ Were there established guidelines to help you decide what to do?
- ▶ Would it have been better to withhold information or reveal it in this situation? Why?
- ▶ How did you evaluate what was right and wrong in this decision?

Describe a time when you had to challenge the behavior or views of a colleague that were inappropriate or unlawful.

- ▶ Were there established guidelines to help you decide what to do?
- ▶ Was it more important to be direct or subtle?
- ▶ How did you decide whether to follow the rules or circumvent them?

Competency Definitions



Analytical Problem Solving

This competency is concerned with applying an analytical approach to solving problems and reaching logical conclusions. This means gathering information from a variety of sources and quickly gaining an understanding of it. It requires working effectively with complicated, conflicting or ambiguous information, and looking beyond the surface of issues to identify their underlying patterns and causes.



Clear Oral Communication

This competency concerns the ability to speak clearly and fluently. It is demonstrated by taking a logical, structured approach, adapting to the needs of the situation and the nature of the audience. It also involves checking the audience has understood the message. Beyond merely presenting clearly, this competency is also concerned with ensuring strong two-way communication.



Clear Written Communication

This competency concerns the ability to write clearly and succinctly. Clear Written Communication means adapting the style and content to meet the demands of the situation and audience. To communicate clearly and effectively will usually mean using well-structured, logical arguments and avoiding unnecessarily technical or complex language.



Commercial Awareness

Those who are commercially aware consider the flow of money and resources through an organization, and the need to get maximum value at each stage. They seek to achieve commercial objectives, such as profitability, so that the business can be as competitive and successful as possible.



Continuous Learning

This competency is concerned with continually seeking new knowledge and skills, as well as developing existing capabilities. It involves taking advantage of all opportunities for professional development, seeking feedback on both style and performance, learning from others and gaining valuable lessons from successes and mistakes.



Cooperative Teamwork

Cooperative teamworking means building supportive relationships within a team, based on trust and respect. It requires listening to each other, adapting to other people's different work styles and focusing on shared goals. It also means being willing to challenge others and to accept challenge as a way of getting the best results for the team.



Coping with Pressure

Coping with pressure requires a positive attitude in stressful situations or following failure. It relies on the ability to manage one's own emotions, a willingness to take on challenging tasks, and the energy to remain focused on those tasks when presented with obstacles.



Customer Focus

People demonstrating Customer Focus are eager to develop strong, lasting relationships with their clients. They are driven by a desire to understand and satisfy their customers' needs, exceeding their expectations wherever possible. This competency may be concerned with clients inside or outside the organization; internal customers may be other departments or individuals from the same organization.



Decision-Making

This competency is concerned with making clear, appropriate decisions. This may be necessary even with incomplete or ambiguous information, and under time pressure. An effective decision-making style requires the resilience to make unpopular decisions where necessary, and to take responsibility for the outcomes and impact of those decisions.



Drive for Excellent Results

This competency requires a strong focus on setting and meeting high standards. People who drive for excellent results expect high standards from themselves and others. To be sure of this, they will take appropriate steps to monitor the quality of their own work and that of others.



Flexibility

This competency is concerned with responding well to change. It requires a positive attitude toward change and a readiness to adapt when presented with new information, new situations or shifting priorities.



Influencing

Influential communicators balance the need to shape outcomes in the short term with the requirement to maintain successful long-term relationships. This means understanding others, knowing what will motivate and inspire them to achieve common goals, and also what to give and what to hold back in negotiations. It also often requires the use of personal and professional contacts to influence people across teams or organizations.



Initiative

People showing Initiative are constantly looking for things to do. They are self-confident and proactive and will generate activity for themselves rather than waiting for instruction. They are also prepared to take risks if they feel there is potential benefit in doing so.



Innovation

Innovation is about turning creative ideas into original solutions. This competency is concerned with producing new or different approaches to current situations and enabling this creativity in others. An innovative approach involves both generating ideas and seeing them through to implementation.



Integrity and Respect for Others

People demonstrating integrity take an ethical approach to their work and relationships. They are discreet with confidential information, whether it is of a personal or professional nature, and treat others fairly. They will also take action when they believe others, or the organization itself, are acting unethically.



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At all levels, effectively managing others means enabling them to perform. Essential to achieving this is setting a clear direction and delegating fairly and appropriately to give direct reports the means to achieve their goals. Those who manage others effectively will also look for opportunities to develop them by encouraging them to take on greater responsibility and make decisions for themselves.



Planning & Organizing

This competency requires people to establish and prioritize tasks and objectives in order to manage time and resources appropriately. Effective planners will set deadlines based on the time required for each task, and on how each part of their plan affects the others. They will also have backup plans in case the situation changes.



Reliability

People demonstrating Reliability are conscientious and focused on working for the good of their team and organization. They willingly follow processes and procedures, rarely miss work or appointments and always warn others in advance if it seems they might fail to meet their commitments.



Strategic Vision

This competency is concerned with creating a clear view of the future of the business. People demonstrating Strategic Vision consider the long-term goals of their organization and define the strategy that will enable others to achieve this. They also take into account the environment in which their business operates and anticipate future changes or challenges for the organization.



Technological Orientation

Those demonstrating Technological Orientation show comfort and aptitude using technology in order to reach goals more efficiently and to a higher standard of quality. It means showing an openness to advancements in technology and being quick to understand them. People who are strong in this area will use technology appropriately, and will help others to appreciate and understand the benefits of using technology.



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