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# Profile and Manager Feedback Report

**Sample Tester**

**12 May 2017**

**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

**GB combined-sex (2011)**

### Impression Management

This individual chose more socially desirable responses than is typical. This may reflect an accurate self-portrayal, an overly positive self-concept, or a deliberate presentation of a favourable image.

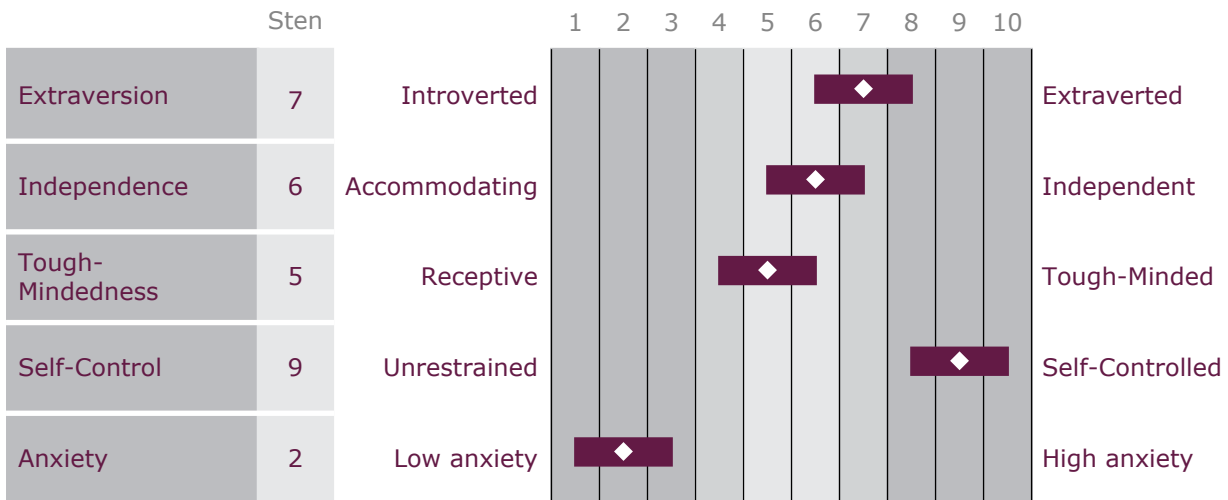
### Acquiescence

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.

#### Independence

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

#### Tough-Mindedness

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

#### Self-Control

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

#### Anxiety

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

### Contributing Primary Factors

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

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

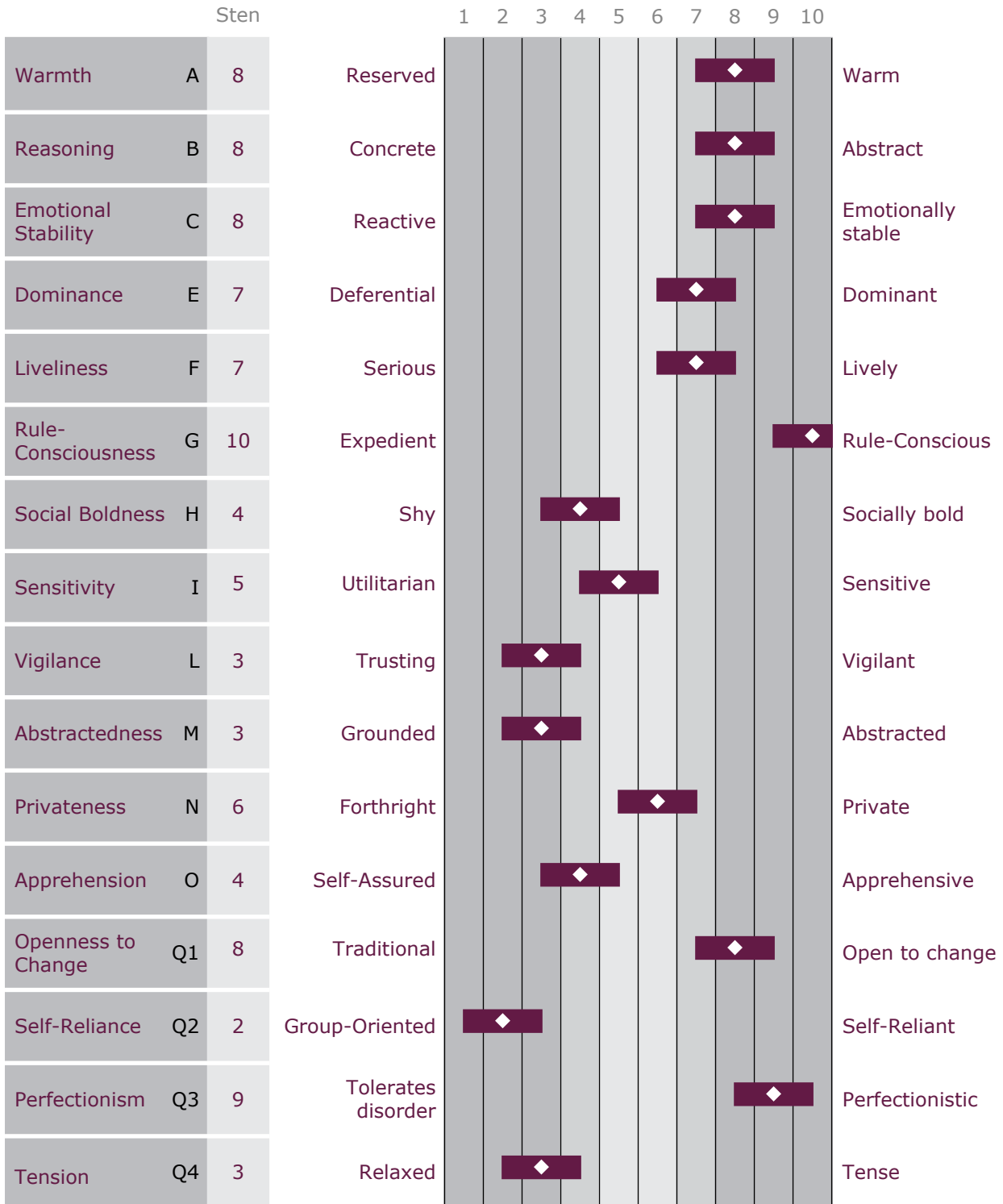
A: Warmth (-)  
I: Sensitivity (-)  
M: Abstractedness (-)  
Q1: Openness to Change (-)

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

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

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

## Primary Factors



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

### Summary statistics:

Number of a-responses	= 96 out of 170 (56%)
Number of b-responses	= 0 out of 170 (0%)
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	18	13	18	16	16	22	4	10	8	2	14	8	22	2	20	6	24	0	60
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 (2011) norms.



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# Manager Feedback

**Sample Tester**

**12 May 2017**

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## Introduction

This report summarises Mr Tester'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.

Mr Tester's responses have been compared with those of a large number of people who have also taken the questionnaire. The statements therefore summarise how he 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 Mr Tester's description of his own personality and behaviour, which may not necessarily reflect the way other people see him. The accuracy of the results is therefore dependent on his openness in answering the questionnaire, and upon his level of self-awareness.
- The report describes his likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about his 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

Mr Tester probably seeks out opportunities to build close personal relationships and to get to know others. He is likely to express a lot of interest in people and to want to get to know them well by asking a lot of questions in order to gain a deeper understanding of them. He is likely to be quite lively and animated. Others may see him as keen on fun and excitement. Although he will be more careful and serious in some settings, he will generally seek out opportunities for enjoyment. Mr Tester may find many social situations uncomfortable, in particular those where he is trying hard to make a good impression. In these settings he could come across as more withdrawn and shy, and will be sensitive to what others think. In situations where he has previous experience, or where he is surer of his role, he will feel less threatened and may appear more confident. He is open with information about himself in some situations, sharing deeper aspects of his thoughts and feelings. At other times he will feel more comfortable withholding this information and relating on a more superficial level. He probably enjoys working collaboratively with others, and will seek opportunities to cooperate and gain support or advice. This will be an advantage in situations where it is important to make the most of the skills and experiences of a wide variety of people. However, he may find it more difficult to work alone, or in situations where he does not feel a sense of shared identity.

### Influence and Collaboration

Mr Tester seeks opportunities to influence the world around him and will be resolute in his views and ideas. He will enjoy situations where he feels he has control over events or people. He may be willing to defer when he does not have a strong opinion, or when he respects someone in a leadership role. He may find it uncomfortable to directly state his opinions or to attempt to influence others. As a result he may only do this in matters that are areas of his expertise, where he feels particularly strongly, or when he is among people he knows well. Mr Tester is likely to be optimistic about people: he believes that others generally have good motives and that they can be trusted. In this respect he will be seen as easy to get on with, and his optimism may bring out the best in others. However, it is possible that he may overestimate the good intentions of others in aggressive or competitive environments. He prefers ideas that challenge the status quo and offer opportunities for improvement. He may get frustrated in slow-moving environments and could potentially overlook what is currently good in traditional, established methods.

### Thinking Style

Mr Tester sees consideration for people as fundamental in making decisions. This concern for people will drive his thinking, which may mean that he has difficulty taking unpopular decisions. He is likely to find it difficult if he is forced to work in an impersonal manner, as he usually seeks out close relationships with colleagues and clients. He is likely to consider both the logical and emotional aspects of decisions. In some situations he may favour a more detached, objective approach, whereas in others he will consider the importance of his feelings and values. Mr Tester is likely to focus on tangible details, and is alert to the practicalities of the world around him. He will enjoy working with immediate, measurable tasks, but may miss the broader implications of the specific information that he has gathered.

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

## Structure and Flexibility

Mr Tester is generally spontaneous. He may be relatively animated and excited, preferring to think and act swiftly. He will be less comfortable in situations where he has to focus on one area in depth. He will probably place a high value on society's rules, norms and expectations and will act as their custodian, upholding standards and respecting authority. He is unlikely to ever break rules, seeking instead to change those that he considers unfair. He may be seen as rigid or inflexible due to his clear view of right and wrong. Mr Tester enjoys taking a grounded and practical approach. He will probably focus on immediate issues and is unlikely to be distracted by other thoughts. This will be an advantage in situations where focused attention is required, although it is possible that he will miss wider implications or patterns outside the immediate area of focus. Mr Tester is likely to be organised. He is probably most happy in situations where he can see what needs to be done and is given the opportunity to plan ahead. He probably copes with shifting circumstances by careful planning, although he may sometimes be seen as inflexible because of his need to achieve high standards.

## Management of Pressure

Mr Tester sees himself as able to cope with the obstacles that he encounters in life. He is unlikely to respond with a negative display of emotion to the ups and downs in his life, and will be seen as mature and calm. However, he is probably unwilling to admit to himself that he is affected emotionally by events, and others may see this calm approach as a lack of engagement. He has an optimistic view of the world and a positive view of others. He will tend to expend little energy worrying about being taken advantage of, and this could be a disadvantage in a highly political environment. Mr Tester may generally appear self-assured and unworried. He is relatively confident in his abilities and performance, feeling apprehensive in very few situations. He may not fully attend to negative feedback, which could reduce his opportunities for learning. He is likely to be laid-back and content. He is unlikely to feel the need to act immediately, and will perform best in environments where it is important to be relaxed and patient. He is likely to be easy-going, but he may be seen as lacking in drive or motivation.



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