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# Competency and Candidate Feedback Report

**Sample Tester**

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**CONFIDENTIAL**

## Introduction

The 16pf® Competency Report contains several sections, each written so that no training in psychometrics is necessary to interpret them.

### Overall summary

A graphical summary is presented of the respondent's likely performance on a range of competencies. The competencies in the IPAT Competency Model represent those that are most commonly used across different organisations. A respondent's potential is predicted from their profile on the 16pf questionnaire; this is evaluated on the basis of past research about the relationship between the 16pf instrument and competencies, and compiled using expert judgment. The appendix at the end of this report provides a quick reference guide to the meaning of each competency.

### Competency results

In this section, each competency is explored in detail. The likely fit of the respondent to the competency is described, and development tips are offered. The descriptions are based on the degree of compatibility between the respondent's 16pf profile and the likely demands of the competency. The development tips are written according to whether they correlate positively or negatively with the 16pf factors. This correlation is denoted 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.

### Interview questions

This section can be used as a guide to conducting interviews based on competencies. Two standard interview questions are presented for all respondents in each competency, followed by more explorative questions that vary according to the respondent's 16pf profile. These questions focus on areas where the respondent may need to compensate for a potential gap between their 16pf profile and the requirements of the competency.

## Use of the report

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 this report is confidential and should be treated responsibly.

It is important to consider that:

- The results are based on the respondent's description of their own personality and behaviour, which may not necessarily reflect the way other people see them. The accuracy of the results is therefore dependent on the respondent's openness in answering the questionnaire and upon their level of self-awareness.
- The results are compared against those of a large group of people who have completed the questionnaire.
- The report describes the respondent's likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about their ability.
- The prediction of potential is based on studies showing the relationship between a large variety of competencies and 16pf characteristics; therefore they show how competencies and personality relate for most people in these studies. However, there are different ways to fulfil the demands of a competency, and each person may have a different way to achieve this. The interview questions may be useful to understand the uniqueness of each individual in greater depth.

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.

NOTE: This individual chose more socially desirable responses than is typical. Please consult a qualified 16pf practitioner.

## Overall summary

	1	2	3	4	5
Competency	Poor fit	Marginal fit	Acceptable fit	Good fit	Excellent fit
<b>Intellectual</b>					
Analytical Problem-Solving					
Innovation					
Strategic Vision					
Commercial Awareness					
Clear Written Communication					
Technological Orientation					
<b>Drive and Resilience</b>					
Drive for Excellent Results					
Customer Focus					
Continuous Learning					
Coping with Pressure					
Initiative					
Flexibility					
Decision-Making					
Planning and Organising					
Reliability					
<b>Interpersonal</b>					
Cooperative Teamwork					
Influencing					
Clear Oral Communication					
Management of Others					
*Integrity and Respect for Others					

\*This competency is best assessed through interview or a specialised integrity assessment; the 16pf results should be treated with care.

## Competency results

### Intellectual

#### Analytical Problem-Solving

1	2	3	4	5

Result: Marginal fit

#### Description

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.

#### Indicators from the 16pf Questionnaire for Mr Tester

- Mr Tester is likely to balance a logical, objective approach to data with a subjective evaluation of other factors, such as the feelings of others.
- He may be inclined to analyse data and problems with as much consideration and cautiousness as most people.
- When solving problems, he could be so concerned with practical details that he may not take an overview of the problem, thus missing the wider context of the situation and indirectly related issues.

#### Development tips

Mr Tester'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 Mr Tester should try to give more weight to what his head is telling him than to what his heart is telling him, so that he can maintain an objective and dispassionate stance. Within a business context, he may find it easier to justify and explain his more objective decisions than he does his more subjective decisions.

Mr Tester's tendency to focus on the immediate details may mean he overlooks some of the less obvious issues and solutions. His analysis could be improved by creating a visual representation of the situation so he can make it feel more tangible. He could also use theoretical models for problem-solving, helping him to structure his thinking and employ a broader, deeper analysis.

## Competency results

### Intellectual

#### Innovation

1	2	3	4	5

Result: Marginal fit

#### Description

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.

#### Indicators from the 16pf Questionnaire for Mr Tester

- + Mr Tester tends to question established approaches and is interested in new ideas.
- He is typically oriented towards focusing on practical, realistic solutions.
- o His style is likely to be balanced between taking time to consider ideas, and being more spontaneous and enthusiastic about taking action.
- He places a strong emphasis on following rules and procedures. He is likely to miss taking advantage of an innovative opportunity if it means bending or breaking an existing rule.
- Being concerned about planning and organisation, Mr Tester prefers to exert control over projects, and is less comfortable with lack of structure, unplanned change and working without a clear process.

#### Development tips

At his most enthusiastic, Mr Tester might be accused of seeking change for its own sake. He may need to let go of some opportunities to innovate in order to convince people of the need for other, more important changes.

Mr Tester prefers a practical, easily implemented solution over more theoretical ideas. He may consider more abstract innovations impractical, and be too quick to dismiss them. He would benefit from questioning how things are done, including re-evaluating his own methods. Similarly, when other people make suggestions, he should focus on building the idea by offering practical recommendations rather than undermining it through criticism.

Whilst Mr Tester generally exhibits a balance between caution and risk-taking, in situations where innovation is a critical success factor he may wish to make a conscious effort not to initially focus on the risks when working with new ideas or notions. When considering his own ideas or evaluating others', he may find it productive to list the advantages of an approach before he considers the reasons not to do it. He 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 him with their suggestions.

When innovation requires breaking or changing the rules, Mr Tester will probably resist – at least until he has been convinced by a strong argument. In order to avoid stifling others' creativity, he will probably need to let them challenge non-critical rules and regulations.

Mr Tester tends to achieve things by being highly organised, with a sense of order that may make him appear inflexible. To guard against this, he could make use of his preference for planning by applying it to the subject of innovation, creating a quick, non-bureaucratic process for capturing, discussing and implementing ideas. However, he will need to allow others the freedom to work outside this structure if it interferes with their creative process.

## Competency results

### Intellectual

#### Strategic Vision

1	2	3	4	5

Result: Acceptable fit

#### Description

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 organisation and define the strategy that will enable others to achieve this. They also take into account the broader context in which their business operates and anticipate future changes or challenges for the organisation.

#### Indicators from the 16pf Questionnaire for Mr Tester

- Mr Tester is inclined to adopt a more pragmatic and realistic approach, focusing on specific problems and issues. He is most comfortable working on clearly defined tasks.
- + His preference is to welcome change and to focus his attention on developing and embracing novel opportunities.

#### Development tips

Mr Tester typically focuses on immediate, tangible issues and will probably pay more attention to the detail than the bigger picture. He could try using formal models to aid strategic thinking if required, and could practice by reviewing the current situation for his team, department or organisation, identifying the key themes and considering their broader, longer term implications. Alternatively, he might practice using specially designed strategic thinking exercises.

Mr Tester enjoys change and he may be tempted to make significant alterations to a strategy that other people believe is fixed. While good strategists adapt their plans to take changing circumstances into account, too much change can create confusion and undermine commitment to the vision. By identifying and accepting the elements of the strategy that do not require further change, he should be able to divert his energy towards the areas that need it and thus build on what has already been established.



## Competency results

### Intellectual

#### Commercial Awareness

1	2	3	4	5
■	■	■	■	■

Result: Good fit

#### Description

Those who are commercially aware consider the flow of money and resources through an organisation, 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.

#### Indicators from the 16pf Questionnaire for Mr Tester

- Mr Tester 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 Mr Tester to exert more influence and provide more direction to others. He may find it useful to consider what holds him back from being more direct in the way he attempts to influence others on commercial matters. Considering the commercial benefits in these situations may encourage Mr Tester to be more assertive and direct.

## Competency results

### Intellectual

#### Clear Written Communication

1	2	3	4	5

Result: Good fit

#### Description

This competency concerns the ability to write clearly and succinctly. Clear Written Communication means adapting 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.

#### Indicators from the 16pf Questionnaire for Mr Tester

- He is likely to use both imaginative, subjective information and factual data in his communication.
- + His style of communication will probably reflect his strong adherence to rules and procedures, and he is likely to adopt a conventional approach.
- + A structured, carefully planned approach is likely to appeal to Mr Tester when he is producing written work.

#### Development tips

To ensure that he is understood by a diverse audience, Mr Tester should ensure that he takes a logical and well structured approach to his working. From time to time, Mr Tester may wish to enlist the assistance of a colleague, who he feels demonstrates a strong ability to communicate in writing in a highly logical and structured way, so that this colleague can review his work and provide constructive feedback.

Mr Tester probably prefers to create a clear structure for his written work. He may be uncomfortable if he does not have time to do this or if circumstances require him to change the structure of something he has already written. He may need to be quicker and more flexible to deliver the quality he wants in the time available.

## Competency results

### Intellectual

#### Technological Orientation

1	2	3	4	5
■	■	■	■	■

Result: Good fit

#### Description

Those demonstrating Technological Orientation show comfort and aptitude with using technology in order to reach goals more efficiently and to a higher standard. 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.

#### Indicators from the 16pf Questionnaire for Mr Tester

- + He is receptive to new ideas and is inclined to think creatively.

#### Development tips

Mr Tester's enthusiasm for new ways of doing things could mean he seeks to introduce new technologies purely for the enjoyment of trying something new. He should probably pause to consider the impact of discarding the old ways and the costs and risks involved with any new technology.

## Competency results

### Drive and Resilience

#### Drive for Excellent Results

1	2	3	4	5

Result: Acceptable fit

#### Description

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.

#### Indicators from the 16pf Questionnaire for Mr Tester

- + Mr Tester will prefer to be planful and organised. He is likely to show persistence and pay attention to quality. He will probably want to complete tasks to a high standard.
- o Mr Tester is likely to display a typical level of caution and so would be inclined to monitor quality in areas of importance.
- o His sense of responsibility is likely to lead Mr Tester to check the quality of work where appropriate.

#### Development tips

His work is likely to be well planned and completed with an eye for detail. However, in situations when he sets and evaluates standards for others he may find that other people evaluate the quality of their work differently and may disagree with his stringent assessments, particularly if he has not explained them with sufficient clarity.

Mr Tester sometimes becomes distracted by new or alternative ideas or tasks. Making efforts to complete the task he is working on before moving on to a new task could improve his results. By imposing greater levels of self-discipline upon himself it will be less likely that he will attempt to juggle too many activities at any one time, thus improving his focus on, and perseverance with, the task in hand.

## Competency results

### Drive and Resilience

#### Customer Focus

1	2	3	4	5

Result: Good fit

#### Description

People demonstrating Customer Focus are keen 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 organisation; internal customers may be other departments or individuals from the same organisation.

#### Indicators from the 16pf Questionnaire for Mr Tester

- + Mr Tester is likely to be motivated to form warm relationships with customers, and shows a strong desire to help and support them.
- + Customers will find Mr Tester goal-oriented, reliable and thorough in his planning and attention to detail.
- + His trust in others should lead customers to find him straightforward in his dealings with them.

#### Development tips

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

Mr Tester may find unpredictable customer situations difficult to deal with, and could seem unwilling to adapt to the customer's needs. He would probably benefit from reading case studies, or practising being flexible in simulated customer interactions.

Some customers may take advantage of Mr Tester's trusting nature. He may need to be a little more aware of the customer's motivations, rather than expecting his loyalty to be reciprocated in every case.

## Competency results

### Drive and Resilience

## Continuous Learning

1	2	3	4	5

Result: Good fit

### Description

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.

### Indicators from the 16pf Questionnaire for Mr Tester

- + He enjoys experiencing new things, and seeks opportunities for change and variety.
- + He is likely to be motivated to enhance his abilities so as to achieve high standards, and will plan and structure his development in a methodical way.
- o Being generally confident in his ability, Mr Tester is likely to be realistic about feedback and prepared to learn and develop in certain areas.
- o With a typical level of social confidence, he is likely to cope as well as most people with constructive feedback or perceived criticism from others.

### Development tips

People like Mr Tester, who prefer a planned approach to life, can sometimes overlook opportunities for informal learning. He could try creating a formal development plan and checking this regularly against opportunities that arise within his organisation.

Mr Tester is reasonably open to feedback from others, although he 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, he may be able to gain a more comprehensive picture of his strengths and development needs. To achieve this, Mr Tester should seek feedback from people who work with him in a range of situations.

## Competency results

### Drive and Resilience

#### Coping with Pressure

1	2	3	4	5
Orange	Orange	Orange	White	White

Result: Acceptable fit

#### Description

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.

#### Indicators from the 16pf Questionnaire for Mr Tester

- + He has more control over his emotions than most people, and will deal calmly with difficulties and setbacks.
- o He is likely to be as confident in his own abilities as most people and therefore he is likely to accept personal responsibility for his actions.
- o As socially confident as most people, Mr Tester is probably inclined to face up to difficult interpersonal situations.

#### Development tips

Mr Tester describes himself as less affected by stress and pressure than most people. In some cases this is a sign that the individual is trying to present themselves as more resilient than they truly are.

## Competency results

### Drive and Resilience

#### Initiative

1	2	3	4	5

Result: Acceptable fit

#### Description

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.

#### Indicators from the 16pf Questionnaire for Mr Tester

- Due to his relaxed approach to life in general, Mr Tester may not appear to be highly motivated in the workplace.
- As self-assured as most people, he should usually feel secure about using his initiative.
- + He tends to deal with situations in a consistent way, not allowing his mood to affect his productivity or achievements.
- He is as comfortable as most people when it comes to taking risks in social situations.
- + Generally his preference is to experiment with new and different roles and activities. He is likely to seek change in his routine.
- He is likely to be as willing as most to take the initiative and express his views about how goals should be achieved.

#### Development tips

Mr Tester describes himself as having a lower level of physical tension and sense of time urgency than most people. He might be perceived as a little too relaxed, waiting for things to happen rather than having the drive to take action himself. He should consider how this affects his performance and others' opinions of him. To demonstrate greater initiative he might set himself monthly goals. These could include improving his career prospects, setting up a working group or seeking out new projects.

There may be times when Mr Tester talks himself out of putting himself forward and taking the initiative due to concerns about performing poorly in the new area. It may be valuable for Mr Tester 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.

Other people might see Mr Tester's enthusiasm for challenging the way things are done as interference. He may need to be careful when highlighting how he would like to change ways of working: others may not agree that it is time for a change.



## Competency results

### Drive and Resilience

#### Flexibility

1	2	3	4	5

Result: Acceptable fit

#### Description

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

#### Indicators from the 16pf Questionnaire for Mr Tester

- + Mr Tester is open to change and will welcome new ideas and new ways of doing things.
- + Mr Tester deals with unexpected demands calmly.
- Respecting rules and procedures, he will avoid breaking or bypassing them for the benefit of change, unless there is a very good reason for him to do so.
- It is likely that he prefers structure and to plan his tasks and activities, approaching them in a thorough and organised way.
- o He is likely to consider the implications before acting in some circumstances and to react spontaneously in others, depending on the situation.

#### Development tips

In situations where standard procedures are unlikely to apply, Mr Tester may benefit from considering alternative interpretations of the rules, or adopting more flexible methods to achieve his objectives.

Under conditions of ongoing change, Mr Tester may benefit from taking a more flexible approach to the way he plans and manages his work. Attempting to make detailed plans in a changing environment may prove to be both frustrating and time consuming; in such situations, a looser plan may be more effective.

## Competency results

### Drive and Resilience

## Decision-Making

1	2	3	4	5

Result: Acceptable fit

### Description

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.

### Indicators from the 16pf Questionnaire for Mr Tester

- Mr Tester tends to incorporate both subjective and objective data in order to make a decision.
- He is probably as confident as most people in sharing his opinions with others.
- Preferring to strike a balance between leading and being led, Mr Tester should be comfortable taking on decision-making responsibility when appropriate.
- + His focus is likely to be on the facts and hard data when making decisions.
- Making decisions collaboratively is likely to be his preference, perhaps disliking situations where support is unavailable.

### Development tips

Mr Tester could improve his decision-making by ensuring that he remains detached and objective in his approach. When working on problems that require a quick, objective decision Mr Tester may find that allowing his subjective impressions to enter the process will slow down his decision-making. He could experiment with taking 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, he could then extend this logical, objective decision-making style to issues of higher importance.

Mr Tester's focus on what is real and observable may mean he is less comfortable making decisions where the data is incomplete. He might need to think more laterally to fill these gaps or generate alternative scenarios.

Mr Tester's preference for working with a partner or as part of a team means he is likely to feel uncomfortable when required to make decisions on his own. To develop greater independence, he could talk to other people about how they make decisions, and perhaps create a formal decision-making process for himself so he can feel comfortable that he has dealt with everything that needs to be covered before choosing a course of action.

## Competency results

### Drive and Resilience

#### Planning and Organising

1	2	3	4	5

Result: Excellent fit

#### Description

This competency requires people to establish and prioritise 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.

#### Indicators from the 16pf Questionnaire for Mr Tester

- + Mr Tester prefers to pursue goals in an organised and planned way, and can be counted on to prioritise, monitor progress and meet deadlines.
- + He accepts the need for rules and guidelines and will be conscientious in following them or including them in his plans.

#### Development tips

When placed under pressure, Mr Tester could become overly reliant on planning. He may overlook or reject the need to change tactics, especially if there is insufficient time to create a new plan. If this is the case, he should learn to regularly review his plans and question his motives for resisting any changes.

## Competency results

### Drive and Resilience

#### Reliability

1	2	3	4	5

Result: Good fit

#### Description

People demonstrating Reliability are conscientious and focused on working for the good of their team and organisation. 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.

#### Indicators from the 16pf Questionnaire for Mr Tester

- + Mr Tester willingly follows the rules and is likely to be consistent in his behaviour, upholding accepted standards.
- + He is more self-disciplined than most, leading him to appear thorough, conscientious and attentive to detail.
- o Prepared to follow other people's lead when necessary, he will also be capable of being autonomous when it comes to meeting commitments.

#### Development tips

Following the rules too closely and rigidly could mean Mr Tester fails to deliver what is expected of him because he lacks the autonomy to adapt to new or unusual situations. He may need to challenge his own assumptions if he finds the rules are preventing him from achieving the best result for his team or organisation.

If he is too reliant on planning and structure, Mr Tester may lack the speed and adaptability to meet tight deadlines.

## Competency results

### Interpersonal

#### Cooperative Teamwork

1	2	3	4	5

Result: Good fit

#### Description

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 ways of working 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.

#### Indicators from the 16pf Questionnaire for Mr Tester

- + He is likely to prefer working with others and will gain satisfaction from being part of a team.
- + With a tendency to be warm towards others, he will show an interest in them and aim to establish close, friendly relationships.
- + He has a trusting attitude towards others and will be accepting of their different motivations, opinions and ideas.
- o As someone who has typical levels of social confidence, he should be comfortable expressing himself in a group.
- + Easy to get along with, Mr Tester has a relaxed, undemanding style when relating to others, but may appear to have lower levels of drive than his team colleagues.

#### Development tips

Mr Tester is likely to be comfortable working in a team. He may need to guard against relying too heavily upon others, for example by wanting to make many of his decisions in consultation with others. It may be worthwhile for him to consider which decisions and work can be done independently and to hold back from involving the rest of the team in these.

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

At their most trusting, some people with Mr Tester'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.

Mr Tester's relaxed state and patience will be reassuring for some team members, but frustrating for others. When they are stressed, some colleagues may feel he does not understand the severity of the situation and might be more reassured if Mr Tester demonstrated more concern and a greater sense of urgency.

## Competency results

### Interpersonal

#### Influencing

1	2	3	4	5

Result: Acceptable fit

#### Description

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 enthuse them towards suggested actions, and also what to give and what to hold back in negotiations. It also often requires the use of personal and professional contacts to achieve influence across teams or organisations.

#### Indicators from the 16pf Questionnaire for Mr Tester

- Mr Tester is as inclined as most people to attempt to influence others.
- He will generally appear socially confident and is as comfortable as most people being the centre of attention.
- He is as unlikely as most to be hampered by feelings of self-doubt when attempting to influence others.
- As a tolerant and accepting person, he may risk others taking advantage of him in negotiations.
- Mr Tester will appear as open about his thoughts and as politically astute as most people.

#### Development tips

His tendency to trust others could mean Mr Tester is easily influenced by people who take a more complex or political approach. He could enhance his ability to influence by taking time to consider each person's agenda and motivations.

## Competency results

### Interpersonal

#### Clear Oral Communication

1	2	3	4	5
3	3	3	4	4

Result: Acceptable fit

#### Description

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.

#### Indicators from the 16pf Questionnaire for Mr Tester

- Mr Tester is generally self-assured and as comfortable as most when required to present himself.
- Public speaking and giving presentations should not worry Mr Tester unduly, and he will generally feel as confident as most people in these situations.
- + Mr Tester tends to enjoy variety and may like adapting his presentation style to suit new situations.

#### Development tips

Mr Tester might consider what factors prevent him from communicating in a more confident and clear manner. In some situations, where Mr Tester feels less confident, this could result in him failing to fully engage his audience. To develop this area further, Mr Tester may wish to proactively seek out feedback from key individuals with whom he regularly communicates, to establish whether the information he thinks that he has communicated is consistent with the message that his audience has received. In areas where he is keen to develop - such as when communicating outside his areas of experience or expertise - Mr Tester should ensure that he prepares by considering his subject matter and the needs of his audience.

## Competency results

### Interpersonal

#### Management of Others

1	2	3	4	5

Result: Good fit

#### Description

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.

#### Indicators from the 16pf Questionnaire for Mr Tester

- Mr Tester is likely to express his opinions, taking the lead but showing willingness to consider other people's wishes when appropriate.
- + He will view obstacles and setbacks in a realistic way, solving problems calmly.
- + Inclined to seek close personal relationships, his management style is likely to be people-oriented and supportive.
- He is as comfortable as most people expressing himself in groups and being the centre of attention.
- Reasonably self-assured, he 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, he has a trusting attitude and is likely to be constructive and positive about people's abilities.

#### Development tips

Mr Tester may need to be careful that his focus on building and maintaining close relationships with people does not distract them or him from meeting the team's objectives.

Mr Tester's faith in other people could mean he allows them inappropriate freedom in the way they perform their roles. He may need to check on them more frequently than he does currently.



## Competency results

### Interpersonal

#### Integrity and Respect for Others

1	2	3	4	5

Result: Good fit

#### Description

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 organisation itself, are acting unethically.

#### Indicators from the 16pf Questionnaire for Mr Tester

- + Conscientious, hard-working and reliable, Mr Tester is likely to have high standards of behaviour, and place importance on having things done properly.
- o He will aim to be appropriate in what he reveals and should be willing to monitor himself when dealing with confidential information.
- + Likely to consider what is right before making a decision, he will want to ensure he takes a principled approach according to agreed rules and standards of behaviour.

#### Development tips

Mr Tester's principled approach could sometimes appear inflexible, dogmatic or even self-righteous. In order to demonstrate respect for other people, he should show that he is willing to listen to their opinions on these matters. In some situations he could also consider whether following the rules precisely is really the most ethical course of action.

## Interview questions

### Intellectual

## Analytical Problem-Solving

1	2	3	4	5

Result: Marginal fit

### Description

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.

### Questions

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?
- What was the context of the problem? What other things were related to this problem?

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?

## Interview questions

### Intellectual

## Innovation

1	2	3	4	5

Result: Marginal fit

### Description

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.

### Questions

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

- Which aspects of the established ways of doing things did you decide to retain?
- What impact did this improvement have on the bigger picture?
- How did you weigh up the need for urgency versus caution in getting this done?
- Did you have to modify any existing ways of doing things in order to achieve progress?
- How did you deal with any unexpected consequences?

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

- Where did this idea originate?
- What strategic issues did you consider?
- How did you decide on the timing of implementation?
- Did any established organisational approaches have to be dropped in order to get this done?
- What aspects of this couldn't be planned for?

## Interview questions

### Intellectual

## Strategic Vision

1	2	3	4	5

Result: Acceptable fit

### Description

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 organisation and define the strategy that will enable others to achieve this. They also take into account the broader context in which their business operates and anticipate future changes or challenges for the organisation.

### Questions

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

- How did you identify the key strategic issues?
- What aspects of the current reality did you consider in developing your vision of the future?

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

- What implications did this have for the future?
- How did you maintain a stable working environment in this situation?

## Interview questions

### Intellectual

## Commercial Awareness

1	2	3	4	5

Result: Good fit

### Description

Those who are commercially aware consider the flow of money and resources through an organisation, 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.

### Questions

Tell me about an organisation that you have worked for that has maximised 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 organisation's commercial success?

## Interview questions

### Intellectual

#### Clear Written Communication

1	2	3	4	5

Result: Good fit

#### Description

This competency concerns the ability to write clearly and succinctly. Clear Written Communication means adapting 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.

#### Questions

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?
- Tell me how you were flexible to the different needs of your audience.

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?
- Did you do anything that might have been regarded as unconventional for this audience?
- Tell me about the planning you did for this.

## Interview questions

### Intellectual

## Technological Orientation

1	2	3	4	5

Result: Good fit

### Description

Those demonstrating Technological Orientation show comfort and aptitude with using technology in order to reach goals more efficiently and to a higher standard. 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.

### Questions

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 a new piece of technology.

- Would it have been helpful to use familiar technological solutions rather than the new technology?

## Interview questions

### Drive and Resilience

#### Drive for Excellent Results

1	2	3	4	5

Result: Acceptable fit

#### Description

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.

#### Questions

Please give an example of when you have exceeded the standard that has been agreed.

- How much creativity and spontaneity were required to achieve this?
- 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 standard required?
- How did you balance monitoring with taking direct action?
- Who was responsible for achieving high quality – you or others?



## Interview questions

### Drive and Resilience

## Customer Focus

1	2	3	4	5

Result: Good fit

### Description

People demonstrating Customer Focus are keen 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 organisation; internal customers may be other departments or individuals from the same organisation.

### Questions

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 did you respond to changing requirements?
- 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?
- In what way were you flexible in your approach to meet the client's needs?
- In what way was the customer responsible for this challenge?

## Interview questions

### Drive and Resilience

## Continuous Learning

1	2	3	4	5

Result: Good fit

### Description

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.

### Questions

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

- How do you ensure that you perfect your existing skills and knowledge?
- Can you describe a situation where you took advantage of unstructured opportunities for learning?
- 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 was not possible to change and why?
- Which aspects of this were unplanned and carried out when the opportunity arose?
- What prompted you to seek feedback?
- Tell me how criticism affects you.

## Interview questions

### Drive and Resilience

#### Coping with Pressure

1	2	3	4	5

Result: Acceptable fit

#### Description

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.

#### Questions

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.

- How did you convey your feelings and emotions in this situation?
- How much responsibility did you take for this problem?
- Did you react with sensitivity or with a challenge to the other person?

## Interview questions

### Drive and Resilience

#### Initiative

1	2	3	4	5

Result: Acceptable fit

#### Description

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.

#### Questions

Tell me about an important piece of work or project you were responsible for.

- What tactics did you use to maintain your self-motivation?
- 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?
- How did you manage the routine, familiar aspects of the job?
- 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?

- Could you have done this quicker?
- 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?
- Did you do anything to exert a steadying influence on the situation?
- Did you get things done your way or include other people's views? Why?

## Interview questions

### Drive and Resilience

#### Flexibility

1	2	3	4	5

Result: Acceptable fit

#### Description

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

#### Questions

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?
- What obligations and rules did you disregard?
- What was your reaction to any uncertainty and disorder in this situation?
- 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 compromise in order to respond?
- What did you need to do before you could respond to this requirement?
- How did you balance enthusiasm with caution?

## Interview questions

### Drive and Resilience

## Decision-Making

1	2	3	4	5

Result: Acceptable fit

### Description

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.

### Questions

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?
- How much data was missing or ambiguous? How did you deal with this?
- 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 reflecting on broader possibilities?
- How much of this did you do independently?

## Interview questions

### Drive and Resilience

## Planning and Organising

1	2	3	4	5

Result: Excellent fit

### Description

This competency requires people to establish and prioritise 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.

### Questions

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

- How did you deal with any disruptions to your plans?
- How did you respond to uncertainty about the way things should be done?

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

- How did you respond to the people who were less organised than you?
- How did you ensure people felt free to do things their own way?

## Interview questions

### Drive and Resilience

#### Reliability

1	2	3	4	5

Result: Good fit

#### Description

People demonstrating Reliability are conscientious and focused on working for the good of their team and organisation. 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.

#### Questions

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

- What more could you have done to fulfil your commitments?
- How did you show flexibility 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.

- Could you have found a way around it or a way out of doing it altogether?
- What did you do to plan your way through this?
- Did you comply or fight for what you wanted?



## Interview questions

### Interpersonal

## Cooperative Teamwork

1	2	3	4	5

Result: Good fit

### Description

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 ways of working 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.

### Questions

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

- How did you maintain your independence and self-sufficiency within this situation?
- 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.

- What independent actions did you take to solve this problem?
- 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 behaviour?
- Could you have been tougher in this situation?
- Could this issue have been resolved more quickly?

## Interview questions

### Interpersonal

#### Influencing

1	2	3	4	5

Result: Acceptable fit

#### Description

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 enthuse them towards suggested actions, and also what to give and what to hold back in negotiations. It also often requires the use of personal and professional contacts to achieve influence across teams or organisations.

#### Questions

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

- Was it more important to be assertive or accommodating in this situation?
- How confident do you think you appeared 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, whilst ensuring that others' wishes were accommodated?
- Do you think you were more sensitive or more tough in this situation?
- 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?

## Interview questions

### Interpersonal

## Clear Oral Communication

1	2	3	4	5

Result: Acceptable fit

### Description

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.

### Questions

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?
- How would you describe your level of confidence in this situation?
- How conventional did your communication need to be for this audience?

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?

## Interview questions

### Interpersonal

## Management of Others

1	2	3	4	5

Result: Good fit

### Description

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.

### Questions

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 show sympathy for others' difficulties?
- Would you consider yourself task- or people-oriented? Can you explain why?
- Are you more resilient or sensitive to criticism?
- 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?

## Interview questions

### Interpersonal

## Integrity and Respect for Others

1	2	3	4	5

Result: Good fit

### Description

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 organisation itself, are acting unethically.

### Questions

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 behaviour or views of a colleague that were inappropriate or unlawful.

- Did you have established guidelines to help you decide what to do?
- Was it more important to be direct or subtle?
- Could you have been less categorical about right and wrong in this situation?

## Appendix 1: Competency definitions

Competency	Definition
<b>Analytical Problem-Solving</b>	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.
<b>Clear Oral Communication</b>	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.
<b>Clear Written Communication</b>	This competency concerns the ability to write clearly and succinctly. Clear Written Communication means adapting 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.
<b>Commercial Awareness</b>	Those who are commercially aware consider the flow of money and resources through an organisation, 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.

Competency	Definition
<p><b>Continuous Learning</b></p>	<p>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.</p>
<p><b>Cooperative Teamwork</b></p>	<p>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 ways of working 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.</p>
<p><b>Coping with Pressure</b></p>	<p>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.</p>
<p><b>Customer Focus</b></p>	<p>People demonstrating Customer Focus are keen 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 organisation; internal customers may be other departments or individuals from the same organisation.</p>

Competency	Definition
<b>Decision-Making</b>	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.
<b>Drive for Excellent Results</b>	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.
<b>Flexibility</b>	This competency is concerned with responding well to change. It requires a positive attitude to changes and a readiness to adapt when presented with new information, new situations or shifting priorities.
<b>Influencing</b>	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 enthuse them towards suggested actions, and also what to give and what to hold back in negotiations. It also often requires the use of personal and professional contacts to achieve influence across teams or organisations.



Competency	Definition
<b>Initiative</b>	<p>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.</p>
<b>Innovation</b>	<p>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.</p>
<b>Integrity and Respect for Others</b>	<p>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 organisation itself, are acting unethically.</p>
<b>Management of Others</b>	<p>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.</p>

Competency	Definition
<b>Planning and Organising</b>	This competency requires people to establish and prioritise 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.
<b>Reliability</b>	People demonstrating Reliability are conscientious and focused on working for the good of their team and organisation. 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.
<b>Strategic Vision</b>	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 organisation and define the strategy that will enable others to achieve this. They also take into account the broader context in which their business operates and anticipate future changes or challenges for the organisation.
<b>Technological Orientation</b>	Those demonstrating Technological Orientation show comfort and aptitude with using technology in order to reach goals more efficiently and to a higher standard. 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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# Candidate Feedback

**Sample Tester**

**11 May 2017**

**CONFIDENTIAL**

## Introduction

All information in this report is confidential, and intended only for the person who completed the questionnaire.

This report contains an interpretation of your responses to the 16pf questionnaire that you completed recently. The purpose of the report is to give you meaningful feedback about your results.

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

Please note:

- The results are based on your own description of your personality and behaviour, which may not necessarily reflect how other people would describe you.
- The report describes your likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about your 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 you undergo major changes in your 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.

## Candidate Feedback

### Relating to Others

You see yourself as someone who seeks out opportunities to build close personal relationships and to get to know others. You are likely to express a lot of interest in people and will probably want to get to know them well, probably by asking a lot of questions to gain a deeper understanding of them. You are likely to be lively and animated. Others may see you as keen on fun and excitement. Although you will be more careful and serious in some settings, you will generally seek out opportunities for enjoyment. You may find many social situations uncomfortable, in particular those where you are trying hard to make a good impression. In these settings you could come across as withdrawn and shy, and will be sensitive to what others think. In situations where you have previous experience, or where you are surer of your role, you may feel less threatened and may appear more confident. You are probably open with information about yourself in some situations, sharing deeper aspects of your thoughts and feelings. At other times you will feel more comfortable withholding this information and relating on a more superficial level. You probably enjoy 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, you may find it more difficult to work alone, or in situations where you do not feel a sense of shared identity.

### Influence and Collaboration

You appear to seek opportunities to influence the world around you and will be resolute in your views and ideas. You will enjoy situations where you feel you have control over events or people. You may be willing to defer when you do not have a strong opinion, or when you respect someone in a leadership role. You may find it relatively uncomfortable to directly state your opinions or to attempt to influence others. As a result you may only do this in situations where the matter under discussion is an area of your expertise, where you feel particularly strongly, or when you are among people you know well. You are likely to be optimistic about people; you believe that others generally have good motives and that they can be trusted, which will make you open to their ideas or opinions. In this respect, you will be seen as easy to get on with, and your optimism will probably bring out the best in others. However, it is possible you may overestimate the good intentions of others in aggressive or competitive environments. You prefer ideas that challenge the status quo and offer opportunities for improvement. You may get frustrated in slow-moving environments and could potentially overlook what is currently good in traditional, established methods.

### Thinking Style

You probably see consideration for people as fundamental in making decisions. This concern for people is likely to drive your thinking, which means that you will probably find it difficult to take unpopular decisions. You are likely to find it difficult to work in an impersonal manner, as you usually seek out close relationships with colleagues and clients. You are likely to consider both the logical and emotional aspects of decisions. In some situations you may favour a more detached, objective approach, whereas in others you will consider the importance of your feelings and values. You probably find it comfortable to focus on tangible details, and are alert to the practicalities of the world around you. You will enjoy working with immediate, measurable tasks, but may miss the broader implications of the specific information that you have.

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

## Structure and Flexibility

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

## Management of Pressure

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



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