

# 16pf<sup>®</sup> Competency Report

Joe Sample | November 18, 2024 | Confidential



## Core Personality Insights



## Introduction

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### 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

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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

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**Summary:** One or more of the response style indices are outside of the normal range. Please see below for more specific information.



### Impression Management

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



### Acquiescence

This individual has responded in a way that is not acquiescent.



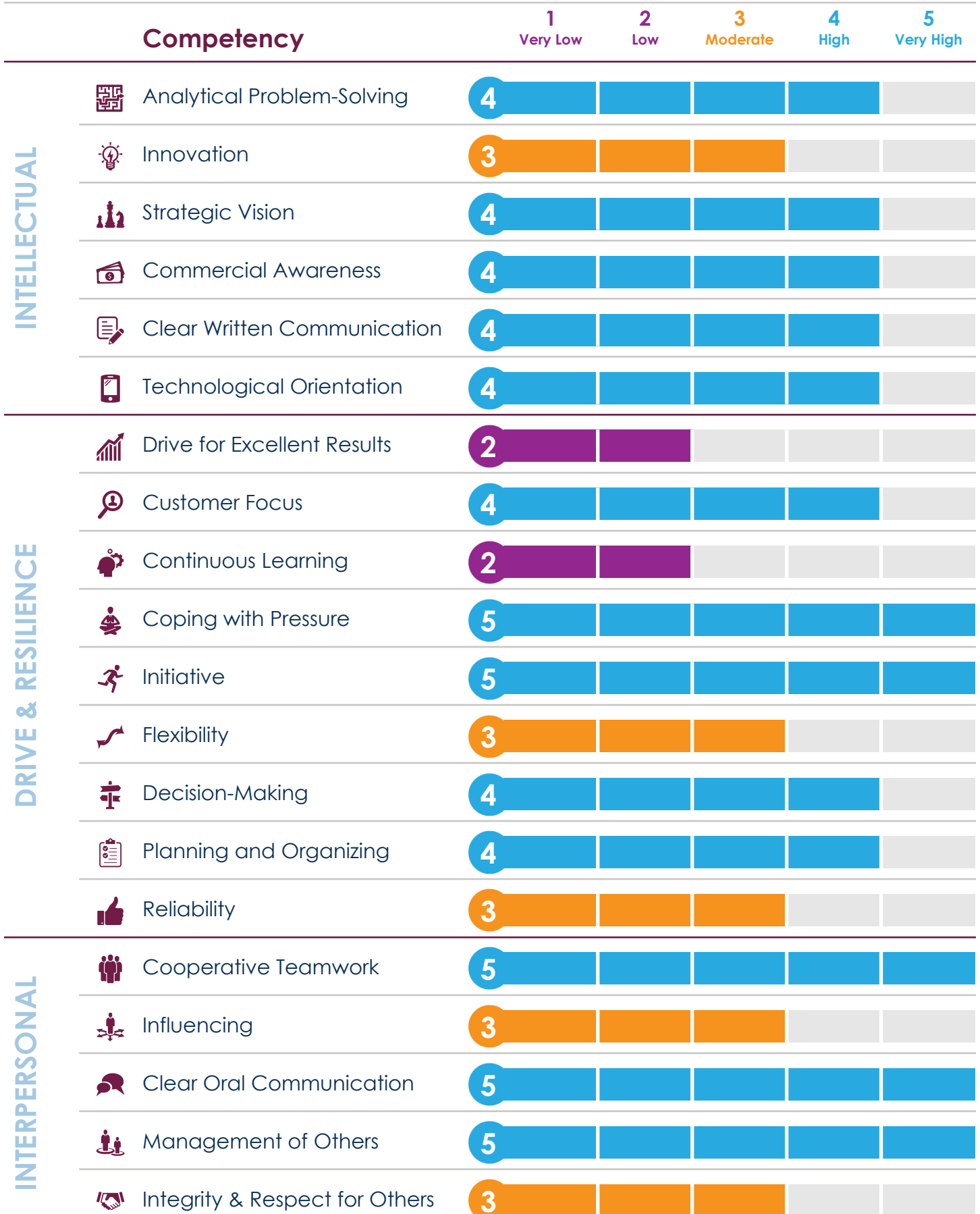
### Infrequency

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



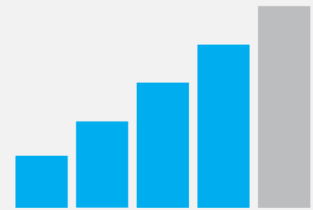


## Analytical Problem Solving

### 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: High



### Indicators from the 16pf Questionnaire for Joe Sample

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

### Development Tips

Joe'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 Joe should try to give more weight to what their head is telling them than to what their heart is telling them, so that Joe can maintain an objective and dispassionate stance. Within a business context, Joe 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?

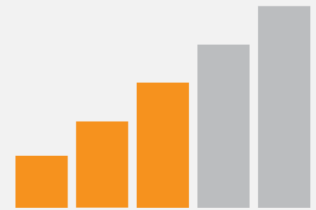


## Innovation

### 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: Moderate



## Indicators from the 16pf Questionnaire for Joe Sample

- + Joe tends to question established approaches and is interested in new ideas.
- Joe is generally open to ideas, while keeping a focus on what is practical and immediately necessary.
- Joe's style is likely to be balanced between taking time to consider ideas, and being more spontaneous and enthusiastic about taking action.
- Joe places a strong emphasis on following rules and procedures. This person is likely to miss taking advantage of an innovative opportunity if it means bending or breaking an existing rule.
- Being as organized as most, Joe prefers to have some structure in work, while at the same time adapting to changes as they arise.

## Development Tips

When very enthusiastic, Joe might be accused of seeking change for its own sake. Joe may need to let go of some opportunities to innovate in order to convince people of the need for other, more important changes.

While Joe 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. Joe 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.

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

## Interview Questions | Innovation

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**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?**

- ▶ Which aspects of the established ways of doing things did you decide to retain?
- ▶ 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?
- ▶ Did you have to modify any existing ways of doing things in order to achieve progress?
- ▶ 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?
- ▶ Did any established organizational approaches have to be dropped in order to get this done?
- ▶ What plans did you put in place?

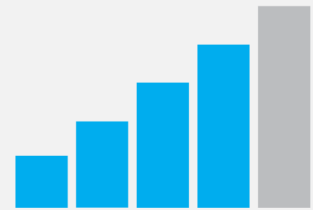


## Strategic Vision

*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: **High**



### Indicators from the 16pf Questionnaire for Joe Sample

- Joe is likely to strike a balance between considering broad strategic concerns and attending to immediate tasks.
- + Joe prefers to welcome change and to focus attention on developing and embracing novel opportunities.

### Development Tips

Joe 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. Joe 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.

Joe enjoys change and 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, Joe should be able to divert energy towards the areas that need it and thus build on what has already been established.

### 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?
- ▶ What aspects of the current situation did you consider in developing your vision of the future?

**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?
- ▶ How did you maintain a stable working environment in this situation?

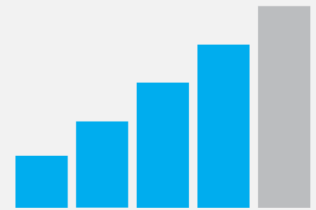


## Commercial Awareness

### 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: **High**



## Indicators from the 16pf Questionnaire for Joe Sample

- + Joe seems likely to enjoy opportunities to achieve challenging goals and gain competitive advantage through directing the efforts of others.

### Development Tips

Joe's outspoken, sometimes critical approach may alienate others, undermining any attempts to achieve commercial objectives for the organization. Joe may need to consider a softer style to engage people.

## Interview Questions | Commercial Awareness

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

- ▶ How did you include other people's points of view in this situation?

**Describe a situation where you ensured financial factors were considered.**

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

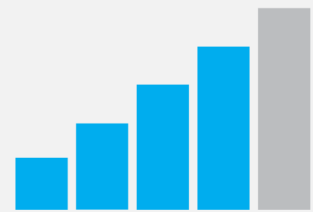


## Clear Written Communication

*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: **High**



### Indicators from the 16pf Questionnaire for Joe Sample

- Joe is likely to use both imaginative, subjective information and factual data in communication.
- + Joe's style of communication will probably reflect a strong adherence to rules and procedures, and this person is likely to adopt a conventional approach.
- A reasonably well-thought-through approach to writing is likely to appeal to Joe while still making room for spontaneity.

### Development Tips

To ensure that this individual is understood by a diverse audience, Joe should ensure that they take a logical and well structured approach to working. From time to time, Joe 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 Joe'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?
- ▶ Did you do anything that might have been regarded as unconventional for this audience?
- ▶ Tell me about the planning you did for this.

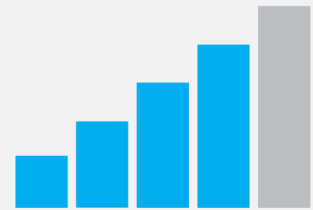


## Technological Orientation

*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: **High**



### Indicators from the 16pf Questionnaire for Joe Sample

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

#### Development Tips

Joe's enthusiasm for new ways of doing things could mean this person seeks to introduce new technologies purely for the enjoyment of trying something new. Joe should probably pause to consider the impact of discarding the old ways and the costs and risks involved with any new 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.**

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

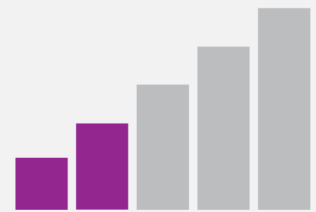


## Drive for Excellent Results

### 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: Low



## Indicators from the 16pf Questionnaire for Joe Sample

- Joe will show as much concern as most people for completing tasks with a high level of quality.
- Joe is likely to display a typical level of caution and so would be inclined to monitor quality in areas of importance.
- Confidence in one's own ability and judgments could mean Joe does not always learn from mistakes, and thus risks repeating them.

## Development Tips

Joe 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 Joe 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.

Self-confidence may cause Joe to overlook flaws in personal perceptions and judgments. This person may place little value in having others check their work, particularly if having doubts about their own abilities. Joe may find it constructive to be more open to the possibility that one's own work could be improved. To help with this, this person might try asking a group of peers, superiors or customers to suggest how to enhance a particular piece of work.

## 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?
- ▶ How did you make yourself aware of errors in your own and others' work?

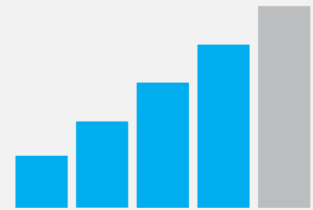


## Customer Focus

### 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 Joe Sample

- Joe will probably want to have a moderate amount of personal contact with customers, and will show a general desire to support them.
- Customers will find Joe plans ahead and is generally organized, without being inflexible.
- + Trust in others should lead customers to find Joe straightforward in dealings with them.

## Development Tips

Joe may want to consider how much time and effort they invest in developing close, strong relationships with internal and external stakeholders. Investing more time and effort into further improving stakeholder relationships may assist in the achievement of this individual's business objectives. Benefits of improved relationships could include greater customer retention and loyalty, improved information flow, networking opportunities, sharing of expertise, greater cooperation, additional delegation opportunities and tapping into new resources. As a starting point, Joe could begin by focusing on one stakeholder relationship where they feel that there is room for further improvement, to see what benefits the enhanced relationship brings.

Some customers may take advantage of Joe'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.**

- ▶ Describe the relationship you had with your customer.
- ▶ 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.**

- ▶ What was more important, your own feelings or supporting this customer?
- ▶ Did you follow a plan or adapt as you progressed? Why?
- ▶ In what way was the customer responsible for this challenge?

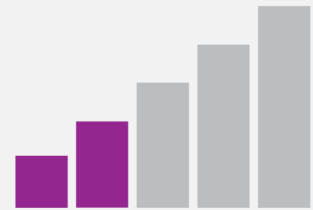


## Continuous Learning

### 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: **Low**



## Indicators from the 16pf Questionnaire for Joe Sample

- +** Joe enjoys experiencing new things, and seeks opportunities for change and variety.
- Joe is likely to take a reasonably planned approach to self-development so as to achieve personal goals.
- Being less self-critical than most, Joe may not always be aware of the need to develop personal skills or knowledge.
- With a typical level of social confidence, Joe is likely to cope as well as most people with constructive feedback or perceived criticism from others.

## Development Tips

While Joe is probably confident about taking on most subjects or courses, Joe is less likely than most to see the need for any significant development. This individual may find that creating time to reflect on their performance and approach to recent situations, tasks or projects will help them see potential areas for development. Similarly, Joe could probably be more open to feedback from others - perhaps explicitly seeking it at regular intervals.

## Interview Questions | Continuous Learning

### 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?
- ▶ 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 was not possible to change and why?
- ▶ Did you plan in advance or take opportunities as they arose?
- ▶ What prompted you to seek feedback?
- ▶ Tell me how criticism affects you.



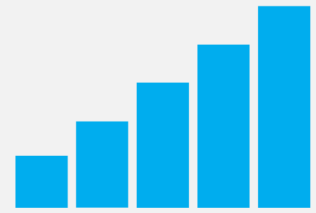
## Coping with Pressure

### 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: **Very High**

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## Indicators from the 16pf Questionnaire for Joe Sample

- + Joe has more control over personal emotions than most people, and will deal calmly with difficulties and setbacks.
- + Generally self-assured, Joe is unlikely to attribute setbacks or difficulties to himself.
- As socially confident as most people, Joe is probably inclined to face up to difficult interpersonal situations.

## Development Tips

Joe's self-description is of being 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.

This person will probably have confidence in their own actions during times of stress or pressure; however, because Joe is likely not to question personal behavior after an event, this individual may not be quick to learn how to avoid difficult situations: Joe may not see what personal behaviors might contribute to stress or pressure.

## 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?
- ▶ 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?

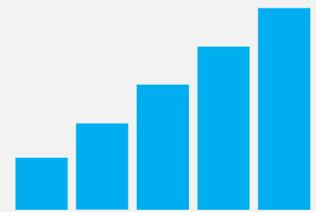


## Initiative

### 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: **Very High**



## Indicators from the 16pf Questionnaire for Joe Sample

- Due to a relaxed approach to life in general, Joe may not appear to be highly motivated in the workplace.
- + Due to high self-assurance, Joe demonstrates confidence in their personal ability to use initiative.
- + Joe tends to deal with situations in a consistent way, not allowing their personal mood to affect productivity or achievement.
- Joe is as comfortable as most people when it comes to taking risks in social situations.
- + Generally this individual's preference is to experiment with new and different roles and activities. Joe is likely to seek change in personal routine.
- + Joe is likely to express personal views on what needs to be done to achieve goals, and come across as being comfortable with using initiative.

## Development Tips

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

Joe's self-confidence may sometimes cause overestimating one's ability to achieve stretching targets. Joe may benefit from considering what personal support or training might be needed before taking risks or seeking greater challenges.

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

As an outspoken individual focused on personal wishes, Joe might be seen as a threat by co-workers. Joe may need to moderate that approach to ensure that taking the initiative does not alienate others.

## Interview Questions | Initiative

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**Tell me about an important project you were responsible for.**

- ▶ What tactics did you use to maintain your self-motivation?
- ▶ What challenges to your abilities did you encounter?
- ▶ 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.

**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?
- ▶ How did you include other people's views?

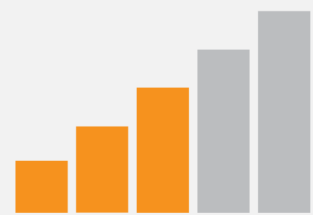
## Flexibility

### 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: Moderate

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## Indicators from the 16pf Questionnaire for Joe Sample

- + Joe is open to change and will welcome new ideas and new ways of doing things.
- + Joe deals with unexpected demands calmly.
- Respecting rules and procedures, Joe will avoid breaking or bypassing them for the benefit of change, unless there is a very good reason to do so.
- It is likely that Joe will enjoy some structure in the work environment, but will be prepared to adapt plans when necessary.
- Joe 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, Joe may benefit from considering alternative interpretations of the rules, or adopting more flexible methods to achieve personal objectives.

When unpredicted events arise, there may be room for Joe to react and adapt more quickly than they do presently. Joe 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. Joe 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?
- ▶ What obligations and rules did you disregard?
- ▶ 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.**

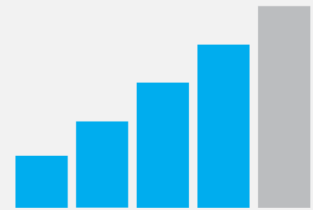
- ▶ What was your reaction to the need for change?
- ▶ What coping strategies did you adopt to deal with this situation?
- ▶ What standards did you have to compromise in order to respond?
- ▶ Describe how you altered your usual work plan to accommodate this change.
- ▶ How did you balance enthusiasm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

- Joe tends to incorporate both subjective and objective data in order to make a decision.
- Joe is probably as confident as most people in sharing opinions with others.
- + Preferring to take control, Joe will enjoy influencing the way group decisions are made.
- Joe'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

Joe 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 Joe may find that allowing their subjective impressions to enter the process will slow down the decision-making process. Joe 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.

At times, Joe's forceful approach may alienate people who could make a valuable contribution to the decision-making process, or those who feel they are affected negatively by those decisions. Joe may need to listen to the points of view of others, and adapt such decisions accordingly.

### 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?
- ▶ 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? What was the reaction of other people to this?
- ▶ 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?

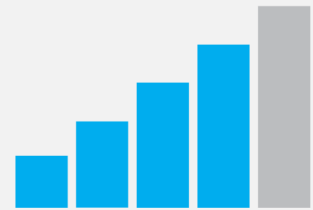


## Planning & Organizing

### 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: High



## Indicators from the 16pf Questionnaire for Joe Sample

- Joe is likely to be generally organized, and will prioritize and follow plans when necessary without rigidly adhering to them.
- +
- Joe accepts the need for rules and guidelines and will be conscientious in following them or including them in personal plans.

## Development Tips

Joe 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 Joe 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 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 those who had a different planning approach than you?
- ▶ How did you ensure people felt free to do things their own way?

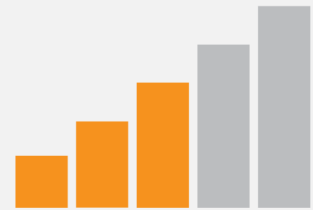


## Reliability

### 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 Joe Sample

- +** Joe willingly follows the rules and is likely to be consistent in behavior, adhering to standards.
- Joe 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.
- Often wanting to be in control, Joe may object to following someone else's lead in order to meet commitments.

## Development Tips

Following the rules too closely and rigidly could mean Joe fails to deliver what is expected of because of a lack of autonomy to adapt to new or unusual situations. Joe may need to challenge personal assumptions if they are finding that the rules are preventing achievement of the best result for the team or organization.

As a forceful individual, Joe will probably resist being directed by others and may not deliver what is expected, preferring instead to follow a personal agenda. To be considered conscientious and reliable, Joe will probably need to set aside individual wishes and feelings. This will be particularly important once Joe has agreed to a course of action or taken on specific responsibilities.

## 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?
- ▶ How did you fit in with what others wanted in this situation?

**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?
- ▶ Did you change your approach to the work or stick with convention?
- ▶ How did you ensure that you did what was expected of you in this situation?



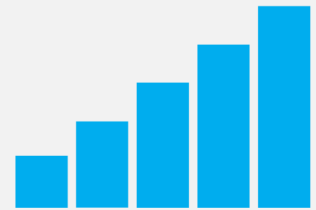
## Cooperative Teamwork

### 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: Very High

# 5



## Indicators from the 16pf Questionnaire for Joe Sample

- Joe is likely to prefer to strike a balance between having a sense of belonging to a team and retaining a sense of independence.
- With a typical level of concern and interest in others, Joe seems prepared to form close relationships at work.
- + Joe has a trusting attitude towards others and will be accepting of their different motivations, opinions and ideas.
- As someone who has typical levels of social confidence, Joe should be comfortable expressing ideas in a group.
- + Easy to get along with, Joe has a relaxed, undemanding style when relating to others, but may appear to have lower levels of drive than other colleagues.

## Development Tips

Joe could further improve this aspect of their performance by seeking feedback from fellow team members on how well they feel they build supportive relationships, listen and understand their needs.

At their most trusting, some people with Joe'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.

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

## 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?
- ▶ Were you primarily friends or 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?

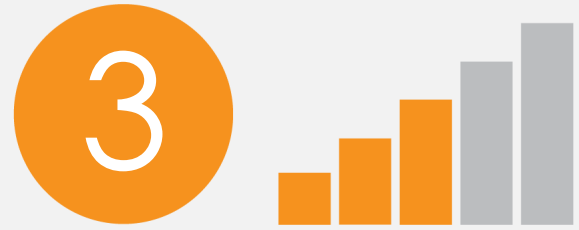
### Give an example of when you have had to manage a difficult relationship at work.

- ▶ Did you solve this problem alone or with the support of others?
- ▶ In what way did you want to support this person?
- ▶ How did you become aware of the motives behind the other person's behavior?
- ▶ Could you have been tougher in this situation?
- ▶ Could this issue have been resolved more quickly?

## 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: **Moderate**



### Indicators from the 16pf Questionnaire for Joe Sample

- +** Joe is inclined to attempt to influence others.
- Joe will generally appear socially confident and is as comfortable as most people being the center of attention.
- +** Joe is unlikely 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.
- Joe appears open and is likely to be transparent about personal thoughts and intentions, perhaps not appearing as politically astute as others.

### Development Tips

Joe may be focused on winning and overlook opportunities to build a stronger long-term position by giving something away in the short term. It might help if Joe weighs immediate personal objectives and long-term goals before starting the discussion.

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

Joe will probably be open about personal intentions and feelings in presenting arguments. While this will encourage others to be trusting, it could make it harder to influence them. Joe will probably be more influential by being more careful when sharing information. Rather than revealing everything at the beginning, Joe should share enough to build the relationship and withhold information or motives that give personal advantage. However, Joe may consider this approach to be unprincipled or unacceptably manipulative.

### Interview Questions | Influencing

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

- ▶ How could you have been more accommodating in this situation?
- ▶ How confident do you think you appeared in this situation?
- ▶ What mistakes did you make when undertaking this?
- ▶ How did you know you could trust this person?
- ▶ Could you have been more diplomatic?

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

- ▶ How did you accommodate others' needs and viewpoints?
- ▶ Do you think you were more sensitive or more tough in this situation?
- ▶ What concerns did you have about your ability?
- ▶ How did you ensure you could trust people's intentions in this situation?
- ▶ Would it have been better for you to be more cautious about revealing your thoughts in this situation?

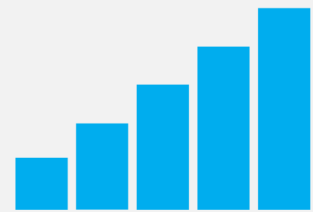
## Clear Oral Communication

### 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: Very High

# 5



## Indicators from the 16pf Questionnaire for Joe Sample

- + Joe comes across as self-confident, and is likely to appear comfortable in a range of situations.
- Public speaking and giving presentations should not worry Joe unduly. This individual will generally feel as confident as most people in these situations.
- + Joe tends to enjoy variety and may like adapting a presentation style to suit new situations.

## Development Tips

Joe's self-confidence may mean failing to notice when an audience does not understand a presentation. Joe may need to pause occasionally to check personal understanding. Joe might also benefit from rehearsing for formal presentations, and asking for feedback on past performance.

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

## 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 could you have improved upon?
- ▶ 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.**

- ▶ What might people have found to criticize about your presentation?
- ▶ What sort of feedback were you aware of as you were presenting?
- ▶ Did you stick to a familiar approach or try something new?

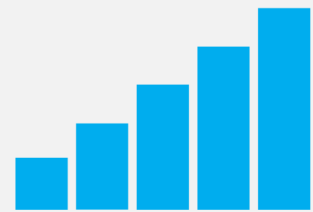


## Management of Others

### 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: **Very High**



## Indicators from the 16pf Questionnaire for Joe Sample

- + Joe is likely to be comfortable directing the activities of others and taking control of people and tasks.
- + Joe will view obstacles and setbacks in a realistic way, solving problems calmly.
- Inclined to strike a balance between focusing on people and tasks, Joe will show a similar level of warmth towards a team as most people.
- Joe is as comfortable as most people expressing themselves in groups and being the center of attention.
- + A self-assured person, Joe will project confidence in dealing with decisions, tasks and people.
- + Tolerant and accepting of others, Joe has a trusting attitude and is likely to be constructive and positive about people's abilities.

## Development Tips

Joe may be too forceful at times, which could demoralize some members of the team. Joe may need to take a less dominant role in order to encourage them to take responsibility and act more independently.

Joe has the potential for further growth in their management capability by extending the level of understanding and support provided to direct reports. Building closer relationships with those Joe manages could enable them to provide their direct reports with development opportunities tailored to suit their particular interests. This approach will not only increase the extent to which Joe's direct reports feel empowered and motivated, but it will also assist them in the achievement of their goals.

When delegating work, Joe should take care not to assume other people are as confident and/or competent. Joe may need to offer more support or more explicit opportunities for development than personally wanted from others.

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

## Interview Questions | Management of Others

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**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.**

- ▶ Tell me how you consulted 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 much more freedom could you have given this person to decide for themselves?
- ▶ What sorts of problems emerged and what skills did you use to deal with them?
- ▶ How did you balance your own and the other person's needs in this situation?
- ▶ What disagreements were you aware of, and how did you manage them?
- ▶ What could have gone wrong in this situation?
- ▶ How did you ensure that you were aware of the other person's motivations and reliability?

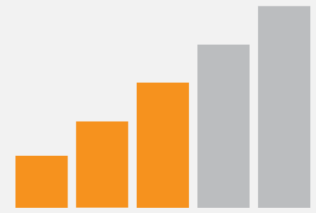


## Integrity & Respect for Others

### 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: Moderate



## Indicators from the 16pf Questionnaire for Joe Sample

- Joe will be realistic about standards of behavior, being flexible when necessary but abiding by the rules when needed.
- Joe This individual is likely to express what is on their mind, perhaps not censoring what they reveal.
- + Likely to consider what is right before making a decision, Joe will want to ensure taking a principled approach according to agreed rules and standards of behavior.

## Development Tips

Joe's willingness to share information could mean revealing more than appropriate, especially where the topic is particularly interesting or when talking to someone Joe believed to be trustworthy. Joe may need to be more restrained when talking to people.

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

## 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?
- ▶ Could you have been more tactful and subtle?
- ▶ Could you have been less categorical about right and wrong in this situation?

## 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.



### Management of Others

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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