

16pf[®] Comprehensive Insights Report

Joe Sample | November 18, 2024 | Confidential



Core Personality Insights



Introduction

Overview of the 16pf

The 16pf Questionnaire is a comprehensive measure of adult personality. Its results can be applied to many situations because it provides a full picture of the individual by measuring personality both broadly and deeply. This unique level of insight is supported by more than 60 years of research and application.

Overview of the 16pf Comprehensive Insights Report

The 16pf Comprehensive Insights Report helps you understand an individual's 16pf profile and how it can affect behaviors and decisions in an organizational setting. This report is for qualified 16pf users, and includes detailed narrative interpretation, identification of strengths, and developmental tips. The report also includes shareable feedback sections for both the respondent and the line manager that are written in a non-technical manner for ease of understanding.

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:

- ▶ 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 individual'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 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.

Interpreting Midrange Scores

A person's behavior is the product of the interaction of their personality characteristics with specific situational opportunities and constraints. This interaction effect is likely to be particularly true of 16pf sten scores in the midrange on the profile; that is, scores lying at or between stens 4 and 7, and especially those at stens 5 and 6. Therefore, interpretation of these scores can be one of the more challenging aspects when providing feedback. References to situational factors are used in the narrative of this report to remind the professional that interpretations of scores in the midrange are especially likely to benefit from additional information gathered during the course of the feedback session.

Structure of the Report

The 16pf Comprehensive Insights 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.

Profile Section

A graphical summary of the 16pf Global and Primary Factors, giving practitioners a concise overview of the respondent's personality profile.

In-Depth Interpretation

A detailed interpretation of an individual's 16pf profile. This section uses both graphics and narrative interpretation to guide the practitioner through a description of the individual, and then predicts the likely implications of their profile. These predicted implications are based on expert knowledge of how the 16pf factors interact; they are presented for the practitioner to consider and, if they wish, to explore as hypotheses with the respondent. Given that these are predictions, the respondent may feel that some describe them well, and that others feel less true for them.

Strengths & Development Tips

Potential strengths and development areas are presented, with tips on how the development areas might be addressed.

Feedback Prompts

This section lists questions that the practitioner might use to help the respondent explore their scores and therefore to establish the respondent's certainty that the reported scores accurately reflect their self-perception. Please note that the feedback prompts are not the same as structured interview questions for recruitment situations; for the latter, the practitioner will need to consider how each 16pf factor relates to the requirements of the role in question.

In addition, two other reports are included alongside the Comprehensive Insights Report for use with people who are not trained in the use of the 16pf questionnaire. These reports are:

Candidate Feedback

This short narrative report interprets and describes the results of the 16pf questionnaire for candidates who are unfamiliar with 16pf terminology. It presents a straightforward interpretation of the results of the 16pf profile, which minimizes the risk of misinterpretation.

Manager Feedback

This narrative report is written for people untrained in the 16pf questionnaire, but who would nonetheless benefit from an understanding of an individual's profile. For example, it may be given as a summary to a line manager who has had their decision making supported by a trained 16pf practitioner.

Response Style Indices

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.



Acquiescence

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



Infrequency

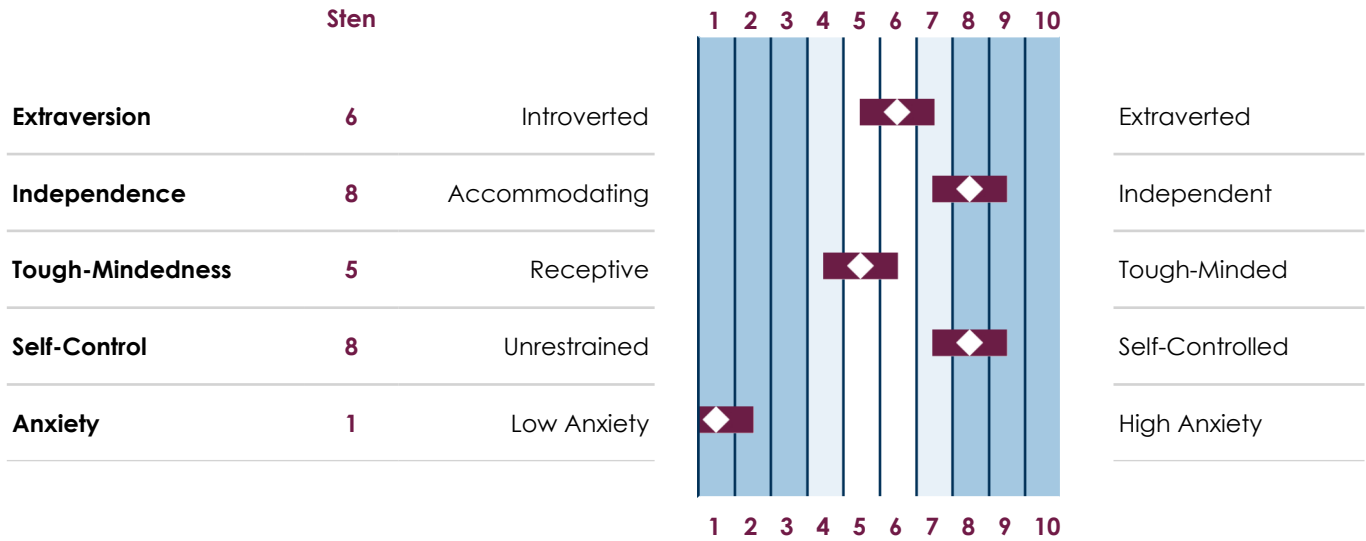
This individual has endorsed most items in a way that is similar to other people; it is unlikely that they have responded randomly.

Norm Group



▶ US General Population

Global Factors



Global Factor Definitions

Extraversion

Social orientation; the desire to be around others and be noticed by them; the energy invested in initiating and maintaining social relationships.

Independence

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

Tough-Mindedness

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

Self-Control

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

Anxiety

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

Contributing Primary Factors

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

- E** Dominance
- H** Social Boldness
- L** Vigilance
- Q1** Openness to Change

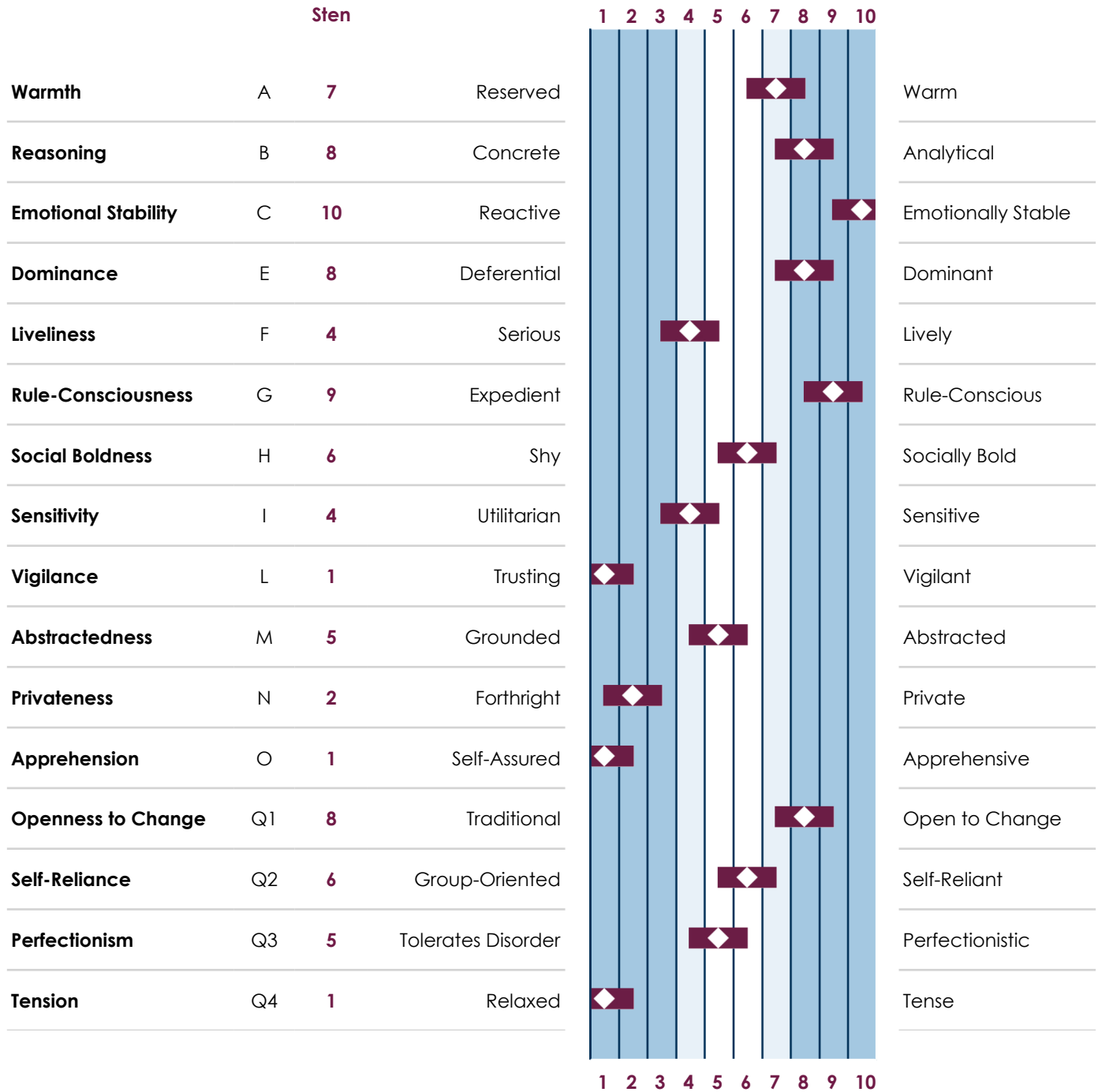
- A** Warmth (-)
- I** Sensitivity (-)
- M** Abstractedness (-)
- Q1** Openness to Change (-)

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

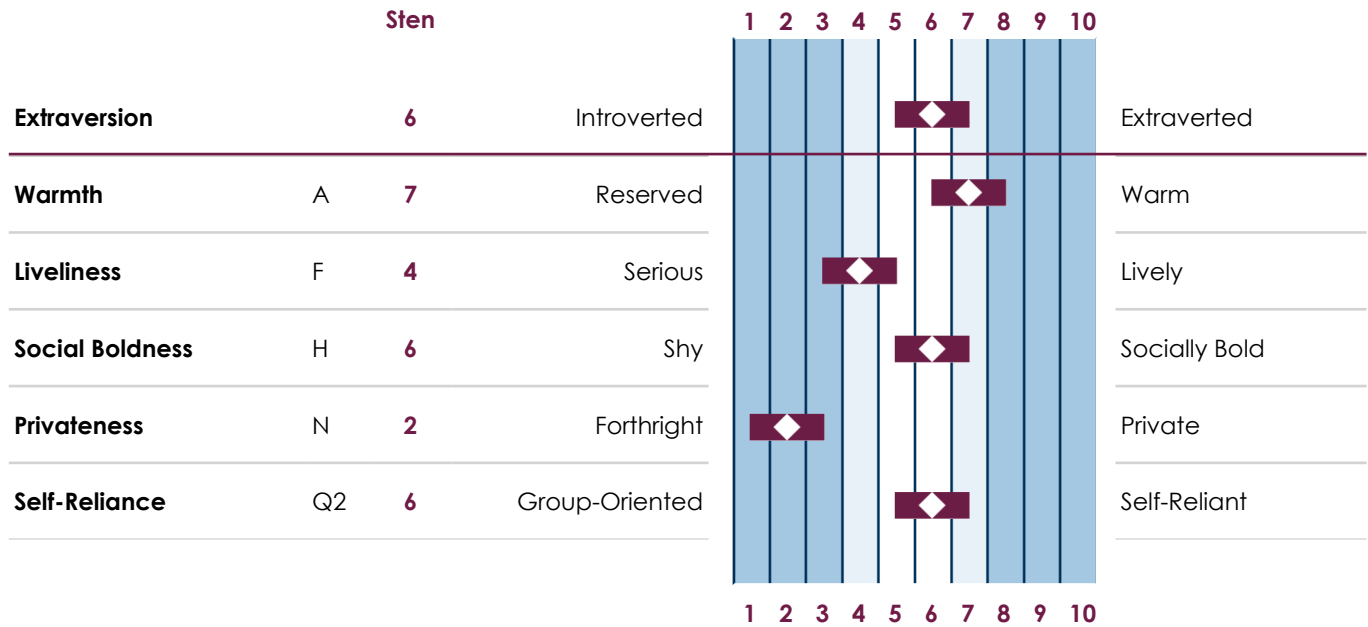
- C** Emotional Stability (-)
- L** Vigilance
- O** Apprehension
- Q4** Tension

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

Primary Factors



Relating to Others | Extraversion



Definition

Relating to Others concerns the extent to which an individual prefers to be around others, and the quality and quantity of their social relationships.

Overview

At a broad level, Joe's style of Relating to Others can be described as follows:

Joe is likely to prefer a balance of time spent with others and time alone. This individual will devote time and energy to initiating and maintaining social relationships on some occasions, and on others, will be less interested in doing so.

In more detail, Joe's style is characterized by:

- ▶ A tendency to want warm and close relationships.
- ▶ A tendency to think before speaking or taking action.
- ▶ A tendency to be comfortable in some social settings, but less resilient in others.
- ▶ A willingness to disclose personal information.
- ▶ A desire for a balance between time spent alone and time spent with others.

Relating to Others

Initiating and Developing Relationships

This individual is likely to be selective about the people with whom they wish to be close. There may be some situations or contexts where they wish to establish warm relationships, and others where they prefer to retain more detachment. There are some occasions where Joe will feel comfortable approaching others and initiating relationships. But there may be others where a sense of intimidation or concern about rejection will constrain Joe. This individual is probably very comfortable revealing personal information to a wide range of people, and they are likely to be perceived as straightforward, genuine, and easy to get to know. However, Joe's deliberate and reflective style implies that this openness is unlikely to be expressed in impulsive or spontaneous disclosures, but after a degree of thought and consideration. There are times when Joe may take people too much at face value and may not look beneath the surface of what is said. This individual may be so ready to believe in other people that their judgments could become clouded by personal feelings about them.

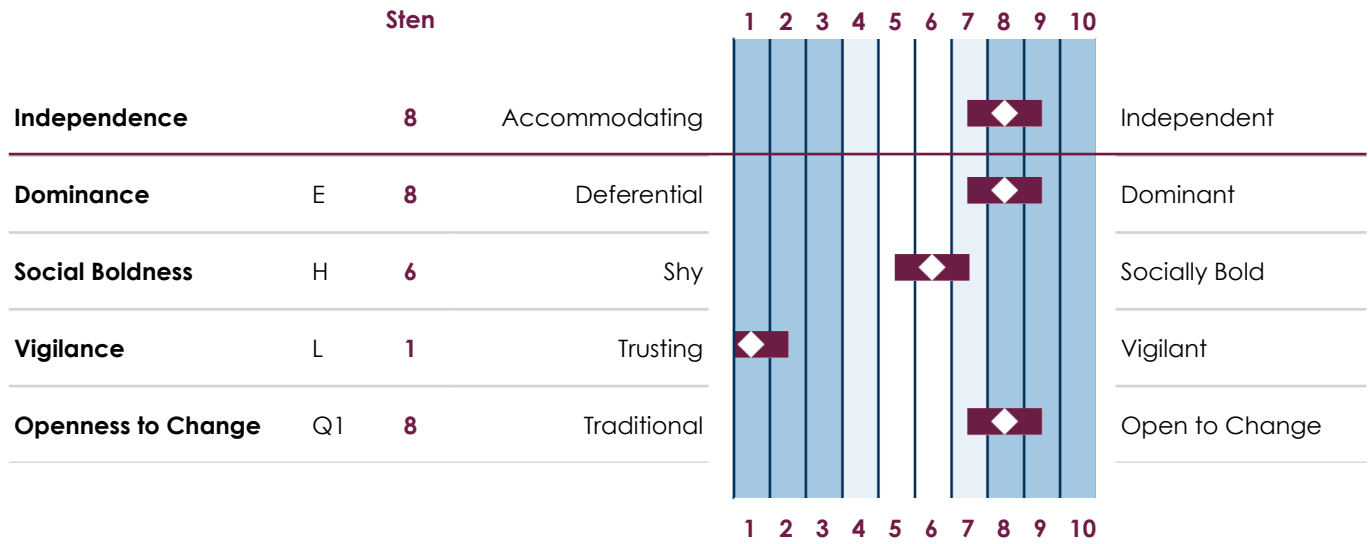
Liveliness and Excitement-Seeking

Joe's self-description is of being careful and cautious, and as someone who thinks before speaking. This individual's interactions with others may tend to be subdued, but they are likely to be perceived as steady and dependable, and will probably prefer to focus on knowing a few people in depth rather than seeking excitement through a wider circle of acquaintances.

Social Situations and Work Settings

Joe is likely to feel at ease in social settings, although there are likely to be some settings that are more difficult than others. This person may sometimes be sensitive to criticism and rejection, and they will be less sure of themselves and less comfortable speaking or presenting. Joe is likely to prefer a balance between working with others and working alone. There may be some situations where this individual is happy to make decisions independently, and others where they are more comfortable collaborating with people and eliciting their ideas and opinions. It is likely that this person sees team working and group activities as opportunities to satisfy some of their need for warm relationships with others, and it may be that purely task-focused team working is less appealing to them.

Influence & Collaboration | Independence



Definition

Influence and Collaboration describes the extent to which an individual is interested in asserting their opinions and influencing others, as opposed to accommodating themselves to other people and collaborating with them.

Overview

At a broad level, Joe's Influence and Collaboration profile can be described as follows:

This individual prefers to influence their environment and assert their will, and may be quite forceful in doing so.

In more detail, Joe's style is characterized by:

- ▶ The strong likelihood that this individual will be assertive and want to influence.
- ▶ Confidence in expressing opinions in some situations.
- ▶ A trusting attitude toward others and their views.
- ▶ A likelihood that this individual will experiment with new and different ways of doing things.

Influence & Collaboration

Desire for Influence

Although this person has a strong desire to assert their views, there are likely to be some situations where they are less confident doing this, even if they believe they are right. Feeling intimidated or anxious may inhibit this individual and cause them to give way to opposition, even if they disagree with the decision or course of action. In these cases, Joe may continue to resist in silence, or wait until being able to express personal opinions in private or in a smaller group. Despite wishing to assert themselves and influence others, this individual is still likely to be concerned about how their views affect others. If this person feels that they are right, concerns about the outcome of their ideas on others may not motivate them to change their mind, even if other people are upset. However, Joe will probably try to mitigate any negative impact on others.

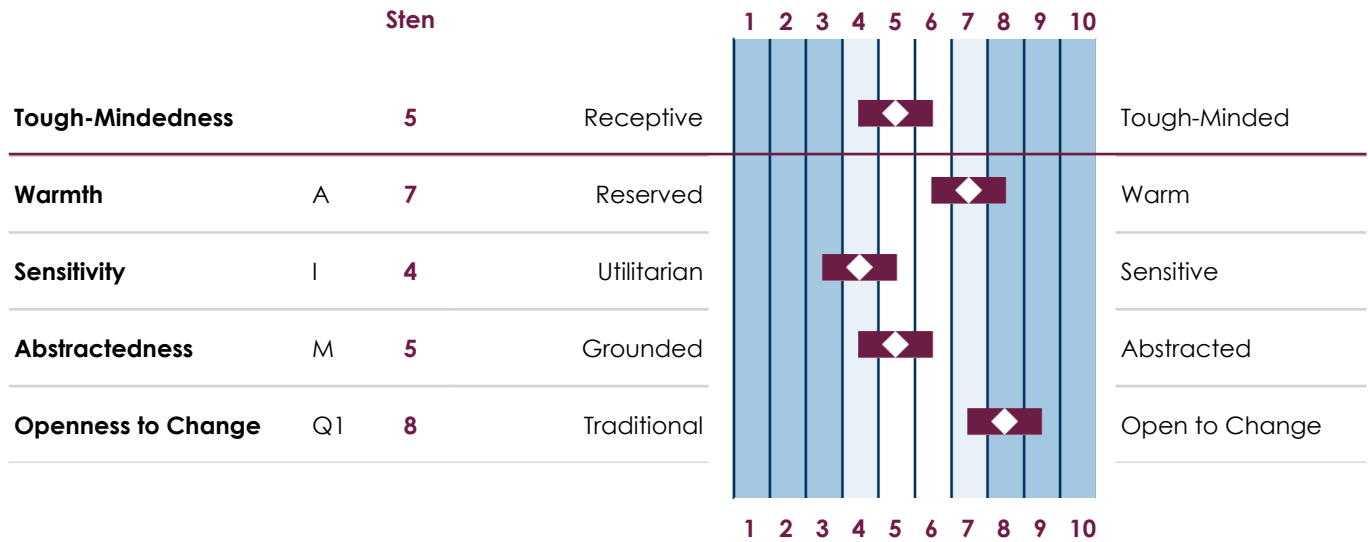
Independence of Thought

Although Joe is likely to forcefully express a point of view, Joe tends to be tolerant of opposition, accepting what people say at face value, and without questioning their motives. While this person will fight to get their opinions accepted and may come across as confrontational, once the discussion is over, they are unlikely to harbor any resentment toward those opposing them. This individual has a tendency to trust other people and treat other people's views without suspicion, although they may not necessarily be easily swayed by them. However, they may sometimes find it hard to express their ideas, especially in situations where they do not know people, or in large groups. This may be a source of tension for them. In familiar settings, where they know people well, this individual may find it easier to express their opinions.

Seeking New Experiences and Challenges

Joe's enthusiasm for new ideas, experiences and ways of doing things will contribute to a tendency to think independently. Although this individual is interested in new activities and experiences, there may be times when they feel less comfortable; for example if the activity requires them to participate with people they do not know or if they feel self-conscious. In addition, this individual is likely to share their opinions about new ideas and to encourage others to try new experiences and new ways of doing things. Joe's desire to influence the environment and assert personal views is likely to be expressed within a clear set of rules and regulations; Joe respects rules and regulations, follows them carefully, and expects others to do the same.

Thinking Style | Tough-Mindedness



Definition

Thinking Style concerns the ways in which an individual processes information and makes decisions; that is, the extent to which they will take an objective and unsentimental approach, have a practical and concrete focus, and value the status quo, compared to the extent to which they will be interpersonally sensitive, subjective and interested in new ideas and experiences.

Overview

At a broad level, Joe's Thinking Style can be described as follows:

Joe is likely to prefer to balance an interest in theories and concepts with a practical, realistic focus. This individual probably has some perception of the impact they have on others. There may be some situations where they are comfortable using their emotions and intuitions to make sense of the world, and others where they prefer to take a more rational approach.

In more detail, Joe's Thinking Style is characterized by:

- ▶ A tendency to consider people more than tasks when making decisions.
- ▶ A tendency toward making decisions based on logic and objectivity.
- ▶ A likelihood that Joe will focus on practical, concrete detail, while retaining the ability to take a broader view.
- ▶ An enthusiasm for new ideas and approaches.

Thinking Style

Taking In Information

This person sees themselves as someone who is able to give attention to practical details, but who can also take a broader view. They are likely to be interested in concepts and theories (and may enjoy personally generating themselves), but they will remain focused on how such ideas can be turned into action. Moreover, this person is likely to take an objective and unemotional analytical approach with the information that they focus on and take in.

Making Decisions

When solving problems and making decisions, Joe is likely to focus more on objective information and logic than on feelings and perceptions. Despite this, this individual is likely to care about the impact of decisions on others; however, they will probably need hard evidence before they believe that there might be a problem with a decision or course of action, or feel motivated to resolve it. As this person can probably make unsentimental decisions, any concerns they have are more likely to result in their thinking about the communication of the decision, rather than making them shy away from a chosen course of action. This individual generally strives to be flexible in their decision-making; open to different ideas and ways of doing things. Their decisions may sometimes involve some degree of risk-taking. Joe usually strives for practical and realistic ways of dealing with life and its problems. Joe is likely to pay attention to the everyday aspects and requirements of situations.

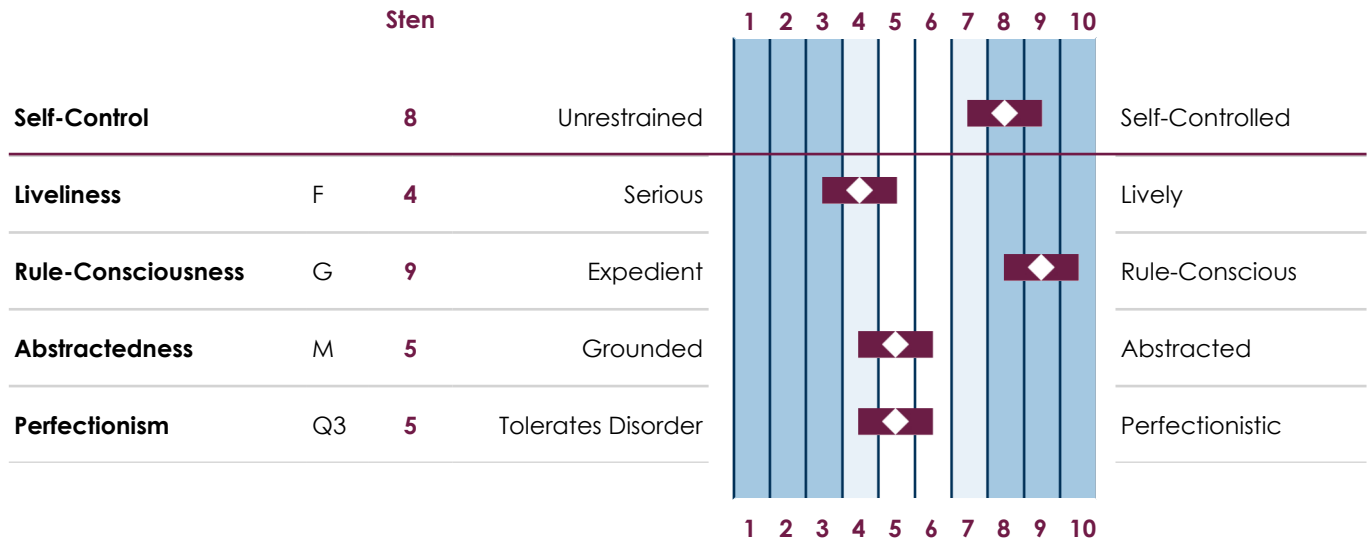
Creativity and Change

Joe is likely to experiment with new ideas and approaches in problem situations. This individual is probably open to new ways of doing things and they welcome change, anticipating future problems and being proactive about solving them. They see themselves as having a questioning approach, naturally noticing how things could be improved; however, they could overlook the positive aspects of current methods, rejecting traditional approaches without proper consideration. In addition, this individual is likely to be forceful in presenting their viewpoint.

Problem-Solving

Joe's responses to the reasoning questions indicate being at ease with problems and situations that involve abstract reasoning and conceptual thinking. This individual can probably quickly see how ideas fit together, and is likely to be a fast learner. They see themselves as curious about events in the world around them. Since this individual is likely to be intellectually inquisitive, and to enjoy learning from lectures and books, they will tend to have a wide variety of interests, and will probably seek knowledge for its own sake. This individual is likely to enjoy problems that require a logical, practical and planned problem-solving approach.

Structure & Flexibility | Self-Control



Definition

Structure and Flexibility concerns the extent to which an individual will exercise caution and self-control, and take care over planning, as opposed to the extent to which they will be spontaneous, flexible and follow their own, perhaps unconventional, set of ideals or standards.

Overview

At a broad level, Joe's Structure and Flexibility style can be described as follows:

This person tends toward a controlled and structured approach most of the time.

In more detail, Joe's style is characterized by:

- ▶ A balance between planning ahead at times and leaving things to chance on other occasions.
- ▶ A likelihood to dutifully follow convention, rules, regulations and group standards.
- ▶ A tendency to be cautious and restrained in words and actions, with only occasional liveliness.
- ▶ A thinking style encompassing both practical considerations and more abstract ideas.

Structure & Flexibility

Planning and Organizing

Joe reports an approach that sometimes makes use of planning and structure, but at other times leaves the progress of things to chance. The importance of a task may affect how perfectionistic and organized Joe wishes to be. This person may be encouraged to plan ahead by their observance of rules and regulations, and expectations placed on them by others. In positions of leadership or influence, it appears that this person would take a clearly structured and perhaps directive approach. This style may be popular with any employees or team members who appreciate clear guidance and direction, but may not be appreciated by employees who prefer more autonomy in their work roles.

Attitude to Rules and Regulations

Joe describes a likelihood to dutifully follow convention, rules, regulations and group standards. The most stable element of this person's style of self-control, structure and flexibility is their heightened concern for social norms and convention. In other respects, it is likely that Joe's approach to planning, organizing and details will be highly dependent upon the situation. This individual may impose more structure and self-discipline in situations that are crucial to the success of activities that are important to them. They may allow themselves a more relaxed approach in situations that are familiar or routine.

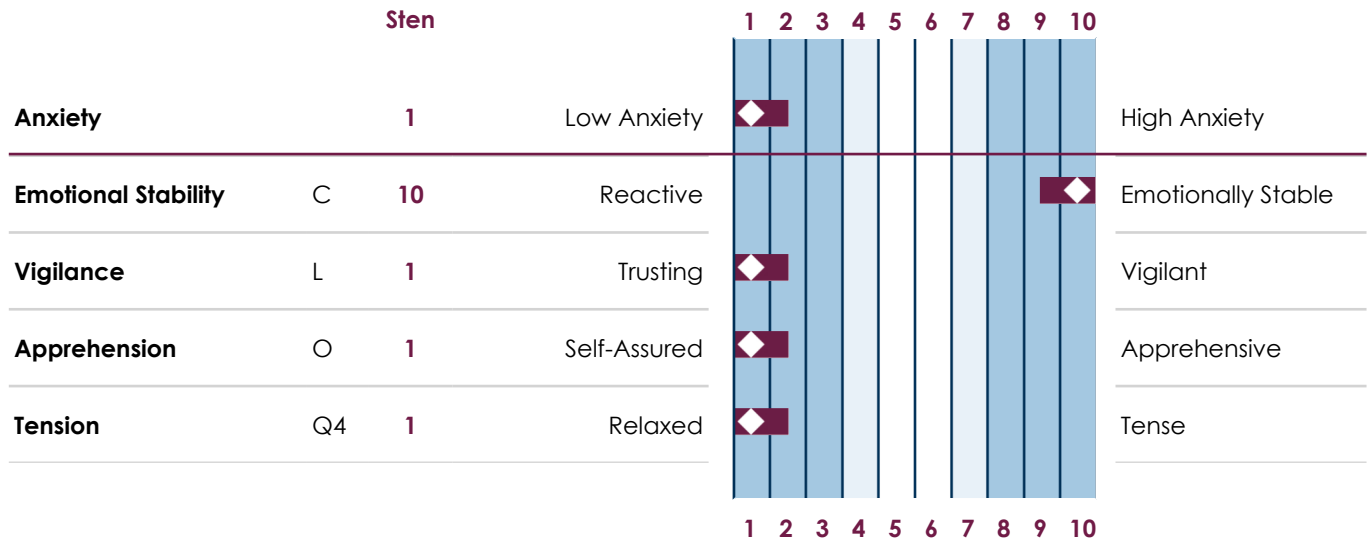
Levels of Dynamism, Caution and Flexibility

Joe's responses to the questionnaire suggest a tendency to appear serious and restrained. This individual's style is likely to be cautious and introspective, but to occasionally display energy or enthusiasm in situations that have particularly motivated them. This individual may be encouraged to be cautious rather than impulsive by their observance of rules and regulations.

Degree of Focus

Joe reports a thinking style that can sometimes be practical and grounded, but at other times more concerned with theoretical or abstract ideas. Joe's adoption of either of these ways of thinking is likely to be influenced by situational factors such as pressure, familiarity, interests or motivation. This person may be encouraged to think in a grounded, practical manner by their observance of rules and regulations.

Management of Pressure | Anxiety



Definition

Management of Pressure concerns the characteristic ways in which an individual experiences and copes with stress. It focuses on four areas: how calmly the individual deals with life's demands; how trusting they are of other people; their level of self-criticism and their physical tension. It is important to note that an individual's profile on this scale may be based on general state of mind, or it could reflect what is going on in their life when they complete the questionnaire.

Overview

At a broad level, Joe's Management of Pressure style can be described as follows:

This individual sees themselves as calm and relaxed. They are not likely to show signs of tension and stress.

In more detail, Joe's style is characterized by:

- ▶ A strong likelihood to deal calmly with life's demands.
- ▶ A trusting attitude toward others.
- ▶ A confident and self-assured attitude with very little inclination toward self-criticism and blame.
- ▶ A low level of physical tension.

Management of Pressure

General Level of Anxiety

This individual sees themselves as very much able to cope with life's demands, feeling capable of dealing with problems and difficulties rather than reacting with a display of negative emotion. They are likely to be resilient and persistent, and to view frustration and setbacks as a normal part of life. However, as this person generally comes across as calm and unflappable, other people may at times get the impression that they do not fully appreciate the seriousness of a given situation. This person prefers to control the influence of emotions on their behavior and focus on practical facets of life in their relationships. Joe has an optimistic view of the world, tending to believe the best of people unless there is evidence to the contrary. This individual is likely to assume that others are sincere in what they say and do, which implies that this individual they may be surprised when hidden agendas emerge. They are likely to have little appetite for organizational politics, expecting fair treatment and honesty from others as a default. If they are disappointed by people, however, it is unlikely to seriously affect their belief in their ability to cope with life's demands. This individual reports little physical tension, and is likely to come across as calm and composed. In this sense, they could be very easy to get along with. Although Joe's relaxed attitude could indicate a steady and level-headed approach to work, it is also possible that Joe may be perceived by others as lacking in drive or motivation.

Sources of Anxiety

Joe's tendency to believe in being equal to most problems and difficulties indicates that there is probably little that causes anxious feelings. It may be useful to explore with this individual whether there are any particular areas or situations that cause them to feel stressed.

Self-Criticism and Self-Assurance

Joe appears to be assured and confident, rarely experiencing self-doubt. This self-confidence may be reassuring to others, allowing them to place their trust in this individual. However, it may imply that they are not always prepared to listen to negative feedback and learn from their mistakes, and they may seem to be unconcerned about how they come across to others. It is likely that when this person criticizes themselves and feels at fault they will still manage to cope with the situation, and they will be proactive in solving the problem or developing strategies to prevent similar problems happening in the future. This person's tendency to respond calmly to problems and obstacles may make others think that they are not concerned when things go wrong. People who respond more emotionally to events may feel inadequate in the face of their tendency to take setbacks in their stride and keep things in proportion.

Expression of Stress

When experiencing pressure, Joe is unlikely to display irritation, tending to feel equal to most problems and difficulties. Although this could indicate a level-headed approach to coping when things go wrong, it is possible that this individual may not always convey the seriousness of a given situation.

Coping Strategies

Although this individual indicates that they currently feel in control of life's demands, it may be helpful to discuss with them whether there are occasions when this is not the case and how they cope when this happens. When this individual does face problems and difficulties, this may well be obvious to others as they are likely to be open about what is happening to them. However, this probably will not take the form of an emotional outburst. Furthermore, this individual may sometimes feel comfortable asking people close to them for help with their problems.

Strength & Development Tips

The following suggestions are based on Joe's scores on individual Primary Factors. They are not intended to be exhaustive; this person may demonstrate other strengths or areas for development. In addition, it should be remembered that these strengths and development tips are based solely on personality and do not take into account this individual's abilities, skills, knowledge and experience. Since they are not tailored to a particular role or situation, they may not all be relevant. A comprehensive view of this individual's strengths and development needs should consider other factors as well as personality and should be appropriate for their role or development path.

Relating to Others | Strengths

- ▶ Joe's apparent preference is to be selective about developing close relationships. That is likely to enable this person to remain detached and objective at times, and to show concern without becoming consumed by other people's problems and difficulties.
- ▶ This person reports a balance between liveliness and caution, implying that while they will probably be seen as enthusiastic and energetic, they are also able to constrain their behavior when necessary, and to focus on a particular person or project.
- ▶ This person's typical level of social confidence implies that they will probably manage most social situations without feeling intimidated.
- ▶ This person's openness is likely to mean that their feelings about a broad range of issues, situations and people are very clear and obvious; people will know where they stand with them.
- ▶ This person is likely to be flexible in terms of working independently and collaboratively.

Relating to Others | Development Tips

- ▶ Joe is likely to find it hard to manage situations that are either very emotional or very task-focused. It is likely that Joe will be most comfortable operating in situations that demand a balance between attending to others' needs and concentrating on the task.
- ▶ This person's lack of social confidence and fear of rejection mean that they are likely to struggle in any environment where they have to meet new people, make presentations, or put forward and defend opinions. This individual may benefit from specific training to help them develop strategies to improve their self-image and confidence in public.
- ▶ This person's comfort in disclosing personal information may sometimes be counter-productive, and they may find themselves revealing things that are inappropriate, or which can be used against them. They may benefit from developing some discretion, and from being more selective in what they say in each situation.
- ▶ This person is likely to be most comfortable in an environment where they are able to balance time spent working alone with time spent with others. Too much of either of these extremes could make them uncomfortable.

Influence & Collaboration | Strengths

- ▶ Joe's desire to influence and assert personal opinions implies being likely to be comfortable taking a leadership or management role.
- ▶ It is likely that there are a range of situations in which this person feels confident in their beliefs and in expressing their views. Since they are likely to spend some time noticing how other people react and feel, this person may have a good idea as to what upsets and offends others. This is likely to help them work out in advance how their own opinions are likely to be received.
- ▶ This person's tendency to trust others may encourage people to express their opinions to them and feel confident that they will be heard.
- ▶ Although this individual will forcefully express their opinions, they are not likely to take it personally when other people disagree with them and oppose them.
- ▶ This person is likely to be seen as a force for change, driving forward new ideas and initiatives.

Influence & Collaboration | Development Tips

- ▶ Joe may be very attached to a personal point of view and not consider alternatives. It may be beneficial for Joe to be more open to other people's views, and to see them as a source of information rather than as a challenge.
- ▶ This person could sometimes be seen as aggressive or confrontational in their attempts to influence others. This could make others reject their views for interpersonal reasons, rather than because of the quality of their ideas. They may find it helpful to seek feedback from others to get a sense of how they are presenting themselves; this may increase the likelihood of their views being taken seriously.
- ▶ There may be occasions when this person lacks the confidence to express their views. It may be helpful for them to consider which situations make them feel and behave this way, and to think of how they might develop and improve their confidence.
- ▶ This person's tendency to trust others may mean that they are too easily influenced, as they may not recognize when other people have ulterior motives. They may find it helpful to consider situations where it might be beneficial to look beneath the surface of what people are saying, and consider the possibility of wider implications and intentions in order to avoid people taking advantage of their trusting nature.
- ▶ This person may be so focused on new ideas and improvements that they could reject what works well in current ways of doing things. A fast-moving environment with plenty of opportunities to enact new ideas or methods is likely to suit them better than a slow-moving environment, where they may feel restricted. They may also find it helpful to consider more thoroughly the costs and benefits of changing from the current way of doing things before they reject existing methods.
- ▶ This individual's desire for influence and their interest in new ideas and experiences imply that they will encourage other people to accept and embrace change. They may find it useful to appreciate that there is value in seeking feedback from others about change; this could help them to retain what currently works well, and to increase the likelihood that people will react positively if changes are implemented.

Thinking Style | Strengths

- ▶ Joe's tendency to balance the needs of people and tasks in decision-making implies being able to make tough decisions, and that Joe manages the impact of such decisions on other people.
- ▶ This individual indicates a potential inclination toward combining both objective and subjective information in their decision-making, which means that they are unlikely to focus too heavily on either feelings or dry, logical considerations.
- ▶ This person's tendency to attend to both abstract ideas and practical matters implies that they will be able to see the bigger picture, while still maintaining a focus on how such ideas can be translated into action.
- ▶ This individual's tendency to embrace change implies that they are well disposed to continual improvement.
- ▶ In addition, this individual is likely to welcome the future rather than fear it, and may be proactive about solving problems.

Thinking Style | Development Tips

- ▶ There may be some situations, or some tough decisions, which Joe does find particularly difficult to communicate. In these situations it may be beneficial for Joe to consider ways to communicate the decision and minimize its impact.
- ▶ This person's tendency to embrace change may imply that they seek change for its own sake. They may find it helpful to consider what might be valuable and worth retaining in more traditional ideas and methods.

Structure & Flexibility | Strengths

- ▶ Joe is likely to strive to achieve high standards, working toward meeting expectations in a dutiful and responsible manner.
- ▶ This person is likely to feel that observing standard operating procedures and adhering to guidelines is important. This style means that it is unlikely that they will disregard rules or regulations relating to externally sanctioned standards, such as those involving quality or safety.
- ▶ Preferring to think things through carefully before acting, this person is unlikely to act in an impulsive or carefree manner, or to take unnecessary risks.

Structure & Flexibility | Development Tips

- ▶ In situations where standard operating procedures are unlikely to apply, Joe may benefit from considering taking more flexible or expedient routes to reach a personal objective.
- ▶ On occasions, this individual's cautious approach may mean that they miss out on opportunities or talk themselves out of taking action, focusing on negative outcomes. They may benefit from focusing on the potential positive outcomes of a course of action, accepting that no solution will be perfect. They should not allow the mere existence of possible problems to prevent them from taking action.

Management of Pressure | Strengths

- ▶ This individual is likely to take most problems and challenges in their stride, dealing with difficult situations with a positive and resilient approach; they are likely to keep setbacks in perspective. This person is unlikely to lose a sense of proportion about the problems they face, and will probably take proactive steps when addressing their difficulties.
- ▶ This individual's self-assurance and inner confidence mean that they are likely to be more impervious than most to negative feedback or criticism. This person is likely to maintain the belief that they have the capacity to succeed, even in challenging situations, and will rarely doubt themselves.
- ▶ This person reports a highly relaxed attitude, and is likely to feel that they have enough time available to them to carry out all of their responsibilities, without feeling the need to rush or behave in a frantic or impatient manner. This relaxed attitude, coupled with the sense of having enough time, is likely to be a strength in helping them to cope with pressure and with life's demands, and they are unlikely to behave in an irritable or impatient way toward others.
- ▶ This individual is likely to regard others as sincere and genuine, and by demonstrating this attitude they may encourage others to adopt a similarly trusting attitude toward them. This may assist them in building relationships and establishing trust and rapport. Furthermore, if they are feeling stressed or worried, this person may be more likely than others to seek support by confiding in people.

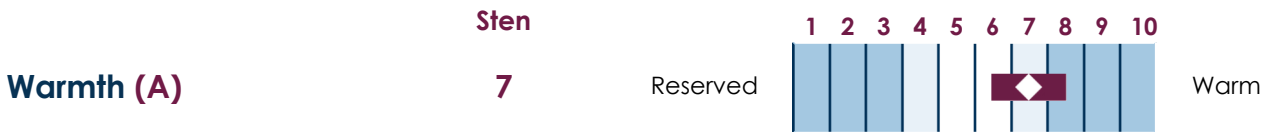
Management of Pressure | Development Tips

- ▶ Joe probably feels more able to cope with life's demands than most, so it may be helpful to understand that during challenging times, others may be experiencing more difficulties in coping. Where this is the case, it may be helpful for this individual to remain conscious of the need to demonstrate concern and support for others, even when they do not feel that they require a similar level of support.
- ▶ Joe reports more self-confidence than most people. It may be helpful for this individual to more willingly accept responsibility for their mistakes, rather than attribute these mistakes to other people or to external factors that they feel are outside their control. If they are to get the most benefit from learning opportunities, they may find it helpful to become more open to considering their potential development needs, rather than focusing mostly on their strengths.
- ▶ Joe reports experiencing a lower level of physical tension and sense of time urgency than most people. This individual may wish to consider the impact that this creates, as others may sometimes see them as a little too relaxed, lacking in motivation, or even lethargic. They may find it beneficial to demonstrate greater urgency, activity and visible energy, so that others feel they are treating the current situation sufficiently seriously.
- ▶ This person is more likely than most people to assume that others are sincere and genuine. It may be helpful for them to be more aware that some people may have hidden agendas at times, or may not be as sincere in their motives as they first appear. In some situations, they may want to question people's motives to a greater extent than they currently do.

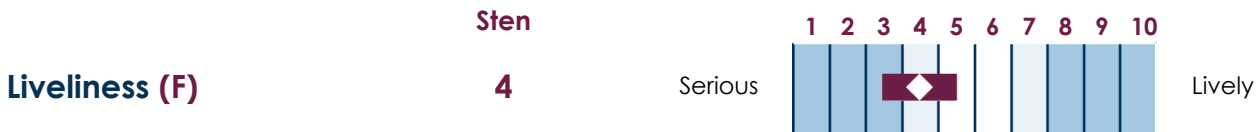
Feedback Prompts

The following questions are suggested prompts for a feedback interview with Joe. They are based on this person's scores on individual Primary Factors. The list of questions is not intended to be exhaustive; there are many more questions that may be asked in addition to these. For example, the narrative section presents a number of hypotheses that you may wish to explore with Joe. Some of the questions may be more suitable than others for your interview; they are presented here as a list of suggestions from which you can choose. Please note that the feedback prompts are not the same as structured interview questions for recruitment situations; for the latter, you will need to consider how each 16pf factor relates to the requirements of the role in question.

Relating to Others



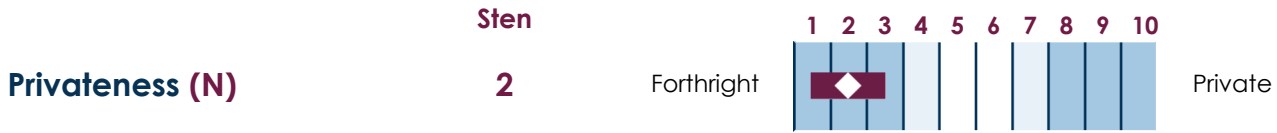
- ▶ What do you like about spending time with others?
- ▶ When is it beneficial to form close relationships?
- ▶ Do you show more emotional detachment in some situations than in others?
- ▶ Do you tend to think that people should take care of their own needs, or do you feel that you would like to help them?
- ▶ When would you show others that they are important to you, or that you care about them?



- ▶ In what situations are you likely to be lively and spontaneous?
- ▶ When are you likely to be more subdued?
- ▶ How does your enthusiasm express itself?



- ▶ In an unfamiliar social situation or when dealing with strangers, how would you feel about starting a conversation? Do you tend to prefer others to initiate conversations, or do you start them yourself?
- ▶ In which social situations do you feel most at ease?
- ▶ How do you feel if you need to be the center of attention, for example when giving a presentation?

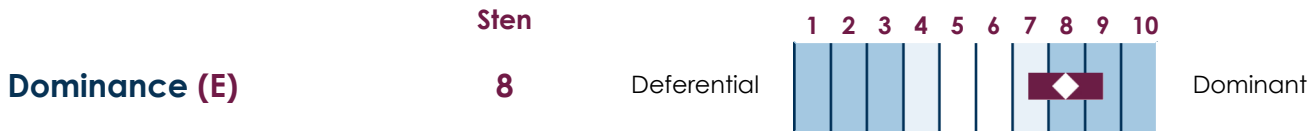


- ▶ Have you ever regretted disclosing personal information?
- ▶ Are there times when it is not helpful to discuss a problem with others?
- ▶ When would you keep personal information to yourself?
- ▶ Is being open helpful in your job?

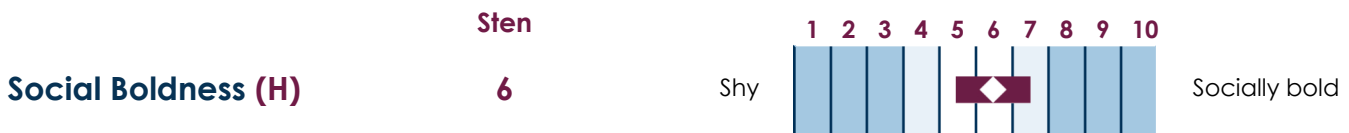


- ▶ Do your hobbies or work involve collaborating with groups of people?
- ▶ What would bother you sooner - to be constantly surrounded by people, or to be continually on your own?
- ▶ Are there some groups or types of people whose company you like more than others?
- ▶ When you have a decision to make, do you consult others?
- ▶ Which decisions would you consult on, and which would you make on your own?

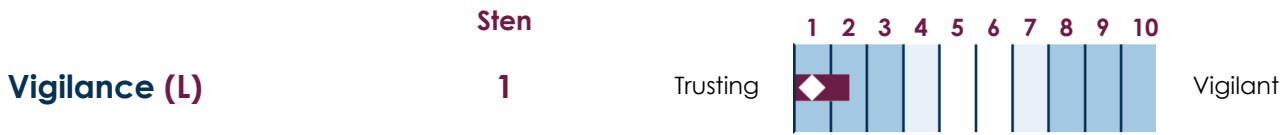
Influence & Collaboration



- ▶ When would you defer to the opinions of others?
- ▶ What do you enjoy about influencing others?
- ▶ Are there any disadvantages in strongly expressing views or influencing others?



- ▶ How do you feel if your ideas are criticized?
- ▶ How do you feel when presenting your ideas to a group?
- ▶ What kind of situations do you find threatening?

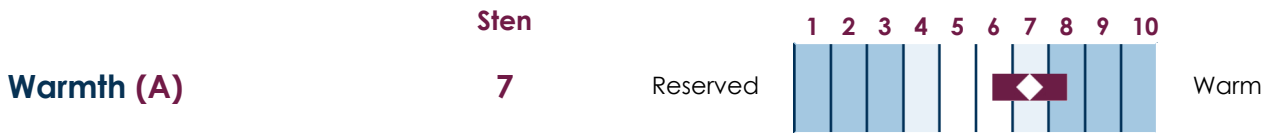


- ▶ Are there any situations where you are more on your guard rather than trusting of others?
- ▶ Has anyone in a work team let you down? How did it make you feel?
- ▶ Can you think of a time when you have given someone the benefit of the doubt, but you should have been more cautious about the person's motives?



- ▶ How much opportunity do you have in your current role to initiate or experience change?
- ▶ Have you ever changed something for the sake of it, and then regretted it?
- ▶ How do others react to your interest in improvement and change?
- ▶ Do you try to persuade others of the merits of change?

Thinking Style




- ▶ In which situations do you prefer to remain logical and objective?
- ▶ In which situations would you be more likely to take the feelings of others into account?



- ▶ What decisions are you responsible for at work?
- ▶ When making decisions at work, when do you need to use feelings, and when must you base your judgments on facts?
- ▶ When would you allow your feelings to be more important to a decision than the pure facts of a situation?

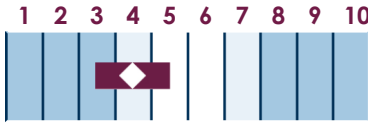


- ▶ In which situations are you likely to attend to details and practicalities?
- ▶ In which situations are you likely to think of ideas, overviews and theories?
- ▶ When discussing information with others, are you more likely to enjoy abstract or broad discussion, or are you keener to concentrate on the practical details?

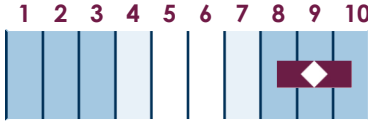
Openness to Change (Q1) **Sten** **8** Traditional  Open to change

- ▶ How do you cope with structure and routine?
- ▶ How much opportunity do you have in your current role to initiate or experience change?
- ▶ Have you ever changed something for the sake of it and then regretted it? To what extent can your interest in change be seen in the way you have lived your life?

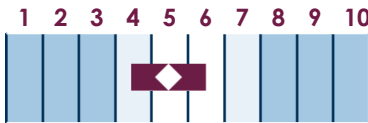
Structure & Flexibility

Liveliness (F) **Sten** **4** Serious  Lively

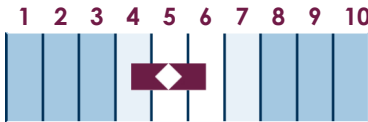
- ▶ In what situations would you feel comfortable making very quick decisions, and in what situations would you want more time to think things over?
- ▶ Have there been times when you have not made a decision early enough or have failed to grasp an opportunity because you were too busy thinking it over?
- ▶ How do you feel about fast-paced and varied work schedules?

Rule-Consciousness (G) **Sten** **9** Expedient  Rule-Conscious

- ▶ Are there circumstances under which you would break or bend a rule?
- ▶ What set rules do you have to follow or uphold at work?
- ▶ Are there disadvantages in following rules carefully?

Abstractedness (M) **Sten** **5** Grounded  Abstracted

- ▶ In what situations do you remain focused?
- ▶ How do you remain focused when you are not interested?
- ▶ When considering the needs of a project, do you tend toward a detailed analysis or a broad overview?

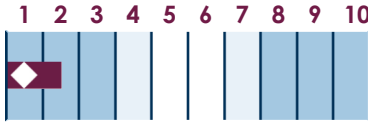
Perfectionism (Q3) **Sten** **5** Tolerates disorder  Perfectionistic

- ▶ How do you organize your workload and time?
- ▶ What things do you need to plan for, and what things can you afford to leave to chance?
- ▶ Do you organize yourself the same way at work and at home?
- ▶ How do you cope with unexpected demands?

Management of Pressure

Emotional Stability (C) **Sten** **10** Reactive  Emotionally stable

- ▶ When is your calmness an advantage to you or others?
- ▶ When is it a disadvantage?
- ▶ What would make you feel out of control, or dissatisfied with life?

Vigilance (L) **Sten** **1** Trusting  Vigilant

- ▶ Are there any situations where you tend to be worried about the motives of others, or on your guard?
- ▶ Has anyone in a work team let you down? How did it make you feel?
- ▶ Has your trusting nature ever led you to make an unrealistic appraisal of a situation?
- ▶ Have you been in situations where you have been disappointed to find that other people have had hidden motives?

Apprehension (O) **Sten** **1** Self-Assured  Apprehensive

- ▶ Do you usually feel satisfied with life, or are there particular circumstances right now that make you feel this way?
- ▶ When you experience disappointments in life how obvious would this be to other people?
- ▶ What is contributing to your levels of self-confidence at the moment?
- ▶ Can you think of a time when receiving negative feedback helped you to improve your performance?

Tension (Q4) **Sten** **1** Relaxed  Tense

- ▶ Are there any situations that cause you to feel tense?
- ▶ When is a relaxed approach beneficial in your work?
- ▶ Are there areas of your life in which you are exceptionally driven to succeed?
- ▶ Do you think there are any disadvantages to feeling relaxed?
- ▶ Are there any situations that cause you to lose your patience?

Reasoning



- ▶ How did you find the reasoning questions at the end of the test? Do you need to do any reasoning tasks like this in your work or hobbies?

Response Style Indices

Impression Management

- ▶ Your responses to the questionnaire suggest that you have answered the questions with a concern to present a positive and socially acceptable image of yourself.
- ▶ Why do you think this may have happened?
- ▶ Do you think that this might have affected how the results have come out?
- ▶ How concerned are you that others see you in a positive light?

Item Summary

This page of 16pf scores is intended for qualified professionals only. Data on this page should be treated with utmost confidentiality.

Item Responses

1	D	26	A	51	A	76	SA	101	D	126	D	151	A
2	D	27	D	52	A	77	D	102	A	127	A	152	SA
3	A	28	A	53	A	78	A	103	D	128	A	153	SA
4	D	29	SD	54	D	79	SA	104	SA	129	A	154	A
5	SD	30	A	55	D	80	SD	105	D	130	SA	155	A
6	D	31	SD	56	A	81	D	106	D	131	D	B10010	A
7	A	32	A	57	D	82	D	107	SD	132	SD	B10022	B
8	SA	33	A	58	A	83	D	108	A	133	D	B10028	A
9	A	34	A	59	D	84	SA	109	SD	134	SA	B10046	A
10	A	35	A	60	D	85	SD	110	D	135	D	B10060	A
11	A	36	D	61	D	86	A	111	A	136	SD	B10072	6
12	SD	37	A	62	SD	87	SA	112	A	137	SD	B10138	A
13	D	38	A	63	A	88	A	113	A	138	D	B10204	B
14	D	39	A	64	A	89	A	114	SA	139	SD	B10205	A
15	A	40	SA	65	A	90	D	115	SD	140	SD	B10220	C
16	SD	41	A	66	A	91	D	116	SA	141	SD		
17	SA	42	A	67	A	92	SD	117	A	142	SA		
18	SD	43	A	68	A	93	A	118	SD	143	SD		
19	SD	44	D	69	A	94	D	119	SA	144	A		
20	A	45	D	70	SD	95	SA	120	D	145	D		
21	D	46	A	71	A	96	SD	121	A	146	A		
22	SD	47	A	72	SD	97	SD	122	D	147	SA		
23	A	48	SA	73	D	98	D	123	SD	148	SD		
24	D	49	D	74	D	99	A	124	SD	149	A		
25	A	50	SA	75	SA	100	A	125	D	150	SD		

Summary Statistics:

Number of <i>Strongly Agree</i> responses	21 out of 155	14%
Number of <i>Agree</i> responses	60 out of 155	39%
Number of <i>Neutral</i> responses	0 out of 155	0%
Number of <i>Disagree</i> responses	43 out of 155	28%
Number of <i>Strongly Disagree</i> responses	31 out of 155	20%
Number of missing responses	0 out of 155	0%

Factor	A	B	C	E	F	G	H	I	L	M	N	O	Q1	Q2	Q3	Q4	IM	IN	AC
Raw Scores	40	6.0	50	41	26	51	28	33	9	24	17	9	45	28	29	12	28	6	79
Missing Items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

This report was processed using 16pf Sixth Edition Questionnaire US General Population norms.



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16pf[®] Candidate Feedback

Joe Sample | November 18, 2024 | Confidential



Core Personality Insights



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 summarize 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 behavior, 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 are generally interested in the people you meet, preferring to develop personal, close relationships. This interest will be apparent through the questions that you ask to get to know people better. You are likely to be generally cautious and restrained. In most situations you will prefer to consider your speech and actions. Some people may see you as serious as you will generally prefer to avoid saying or doing anything that you would regret. You may feel confident in situations that are familiar to you, or where you are not worried about the impression that you make. There are also situations in which you feel less comfortable, particularly where you are trying to make a good impression. In these situations you may come across as less confident and may be less resilient to criticism. You see yourself as open, honest and straightforward. You will be happy to share almost all personal information in almost all situations. Many people may see this as refreshingly genuine and will feel that it is easy to get to know you. Others could feel that this style is too direct. You will probably enjoy both collaborating toward a common goal and being free to work more independently, adopting these different approaches according to the situation, needs or time.

Influence & Collaboration

You appear to seek influence on the world around you and will hold your opinions even in the face of opposition. You will probably find it more difficult to follow the lead of others where you have a contrary opinion or in situations where you do not respect the leader. You may find it comfortable to express your opinions in familiar settings, or among people with whom you feel at ease. In less familiar settings, or where you are aware of the need to impress, you will feel less comfortable. 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 along 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 currently works well in traditional, established methods.

Thinking Style

You generally see consideration for people as one of the most important aspects of decision-making. Your interest in people will be important to most of the decisions that you make, meaning that tough or unpopular decisions will feel uncomfortable. You are likely to approach decisions in a logical manner. You will prefer to make decisions objectively and will be practiced in putting aside your emotions to make unsentimental decisions. Attending to your own and other people's emotions is less natural for you. You will probably focus on a mixture of immediate practicalities and broader issues. In some situations you will be more comfortable focusing on the details of what is real and actual, whereas at other times you will prefer to consider the broader concepts of possibilities and links between ideas. 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 & Flexibility

You see yourself as generally reflective and deliberate. You tend to be most comfortable when you have time to consider decisions carefully and are able to weigh up and avoid risks. You will generally prefer to be methodical and to focus on one area in depth. You are likely to be less comfortable if you have to work or think quickly, and may only feel content doing so in familiar situations. 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 will focus on immediate practicalities, but will also consider the implications and possibilities associated with your actions. In some situations you will be more focused on the task at hand, whereas at other times your attention may shift to broader considerations. You are likely to be relatively organized, but are also able to tolerate shifting priorities or requirements. You will put some plans or structure in place, but you will also be willing to adapt to changes in circumstances.

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 are likely to be self-assured and unworried, confident in your abilities and performance, and rarely experiencing self-doubt. This self-confidence may be seen as inspiring to others and engender their trust in your abilities. However, you could be less likely to attend to negative feedback, which could affect your learning, and you may appear unconcerned about the impact that your actions have on others. 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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16pf[®] Manager Feedback

Joe Sample | November 18, 2024 | Confidential



Core Personality Insights



Introduction

This report summarizes Joe Sample's responses to the 16pf questionnaire.

Please note: the information presented here should not be used to make decisions in isolation. Decision-making using 16pf information should be based on the advice of a fully trained 16pf user, who will interpret a more technical profile of the results in conjunction with their own professional judgment. The statements contained in any computer-generated report should be viewed as hypotheses to be validated against other sources of data, such as interviews, biographical data and other assessment results. All information in the report is confidential and should be treated responsibly.

Joe Sample's responses have been compared with those of a large number of people who have also taken the questionnaire. The statements therefore summarize how this person answered the questions, but they also reflect how people who responded in similar ways have described themselves.

It is important to consider that:

- ▶ The results are based on this person's description of their own personality and behavior, which may not necessarily reflect the way other people see them. The accuracy of the results is therefore dependent on their openness in answering the questionnaire, and upon their level of self-awareness.
- ▶ The report describes their likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about their abilities.
- ▶ There are no absolute rights or wrongs in personality - each style has its advantages and disadvantages, although some temperaments may suit some activities, jobs or interests better than others.
- ▶ Results of psychometric questionnaires like this one enable a good prediction of how people will behave in a variety of situations.

The results of the questionnaire are generally valid for 12-18 months after completion, or less if individuals undergo major changes in their work or life circumstances.

If you require further information about this report, please contact the individual who provided it; they should be qualified in the interpretation of the 16pf questionnaire.

Manager Feedback

Relating to Others

Joe is generally interested in the people being met, preferring to develop personal, close relationships. This interest will be apparent through the questions this person asks to get to know people better. This person is likely to be generally cautious and restrained. In most situations they will prefer to consider their speech and actions. Some people may see them as serious, as they will generally prefer to avoid saying or doing anything that they would regret. This individual may feel confident in situations that are familiar, or when not worried about making an impression. There are also situations in which this person will feel less comfortable, particularly where they are consciously trying to make a good impression. In these situations they may come across as less confident, and may be less resilient to criticism. This person is open, honest and straightforward. They will be happy to share almost all personal information in almost all situations. Many people may see this as refreshingly genuine, and will feel that it is easy to get to know them. Others could feel that this style is too direct. This person will probably enjoy both collaborating toward a common goal and being free to work more independently, adopting these different approaches according to the situation, needs or time.

Influence & Collaboration

Joe seeks influence over the surrounding world and will hold to personal opinions even in the face of opposition. This individual will probably find it more difficult to follow the lead of others where they have a contrary opinion, or in situations where they do not respect the leader. This individual may find it comfortable to express their opinions in familiar settings, or with people with whom they feel at ease. In less familiar settings, or where they are aware of the need to impress, they will feel less comfortable. Joe is likely to be optimistic about people and believes that others generally have good motives and can be trusted. In this respect this individual will be seen as easy to get along with, and their optimism may bring out the best in others. However, it is possible that they may overestimate the good intentions of others in aggressive or competitive environments. This individual prefers ideas that challenge the status quo and offer opportunities for improvement. They may get frustrated in slow-moving environments and could potentially overlook what currently works well in traditional, established methods.

Thinking Style

Joe generally sees consideration for people as one of the most important aspects of decision-making. This person's interest in people will be important in most of the decisions that they make, meaning that tough or unpopular decisions will feel uncomfortable. This person is likely to approach decisions in a logical manner. They will prefer to make decisions objectively, and will be practiced in putting aside their emotions to make unsentimental decisions. Attending to their emotions and those of others is less natural for them. Joe will probably focus on a mixture of immediate practicalities and broader issues. In some situations this person will be more comfortable focusing on the details of what is real and actual, whereas at other times they will prefer to consider the broader concepts of possibilities and links between ideas. This person prefers to look at the world in a new or different way. They are constantly looking to improve upon current ways of thinking or working. They will probably find it difficult to work in environments where there is little opportunity to improve upon what is done. This person's responses to the reasoning questions indicate that they are likely to be at ease with problems that involve abstract reasoning and conceptual thinking.

Structure & Flexibility

Joe is generally reflective and deliberate. This individual will be most comfortable when they have time to consider decisions carefully, and is able to weigh up and avoid risks. They will generally prefer to be methodical and to focus on one area in depth. They are likely to be less comfortable if they have to work or think quickly, and may only feel assured doing so in familiar situations. This individual will probably place a high value on society's rules, norms and expectations and will act as their custodian, upholding standards and respecting authority. They are unlikely to ever break rules, seeking instead to change those that they consider unfair. They may be seen as rigid or inflexible due to their clear view of right and wrong. Joe will focus on immediate practicalities, but will also consider the implications and possibilities associated with personal actions. In some situations this individual will be more focused on the task at hand, whereas at other times their attention may shift to broader considerations. Joe is likely to be relatively organized, but is also able to tolerate shifting priorities or requirements. This individual will put some plans or structure in place, but they will also be willing to adapt to changes in circumstances.

Management of Pressure

This person sees themselves as able to cope with the obstacles that they encounter in life. They are unlikely to respond with a negative display of emotion to the ups and downs in their life, and will be seen as mature and calm. However, they are probably unwilling to admit to themselves that they are affected emotionally by events, and others may see this calm approach as a lack of engagement. This person has an optimistic view of the world and a positive view of others. They will tend to expend little energy worrying about being taken advantage of, and this could be a disadvantage in a highly political environment. Joe may be self-assured and unworried, confident in personal abilities and performance, and rarely experiencing self-doubt. This self-confidence may be seen as inspiring to others and engender their trust in this person's abilities. However, this individual may not always attend to negative feedback, which could affect their learning, and they may appear unconcerned about how they come across to others. This person is likely to be laid-back and content. They are unlikely to feel the need to act immediately, and will perform best in environments where it is important to be relaxed and patient. They are likely to be easy-going, but they may be seen as lacking in drive or motivation.



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