

# 16pf<sup>®</sup> Management Potential 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 Management Potential Report

The 16pf Management Potential Report provides key insights for 16pf qualified practitioners about a respondent's management potential. It describes personal strengths and identifies possible areas for further growth and development.

### 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 depend 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 foundation 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.

### Interpreting Midrange Scores

A person's actual behavior depends on how demonstrating their personality characteristics is either facilitated or inhibited by specific situations. This is likely to be particularly true of 16pf sten scores in the midrange on the profile, those lying between stens 4 and 7, and especially those at stens 5 and 6. Interpretation of these scores can be one of the more challenging aspects of providing feedback. References to situational factors are used in the report narrative to remind the professional that interpretations of scores in the midrange may benefit from additional information gathered during a feedback session.

## Structure of the Report

---

The 16pf Management Potential 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 norm group is 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.

### Narrative Section

This section details the individual's potential on five management dimensions: leadership, interacting with others, making decisions, initiative, and personal adjustment.

### Score Summary

A detailed graphical section displaying the 16pf primary factor scores that underlie the management dimensions.

### Item Summary

This provides the respondent's specific item responses and summary statistics.

## Response Style Indices

**Summary:** This individual chose more socially desirable responses than average. This could reflect an accurate self-portrayal, an overly positive self-concept, or a deliberate presentation of a favorable image.



**Impression Management**

99

High



**Infrequency**

31

Within expected range



**Acquiescence**

71

Within expected range

## Norm Group



▶ US General Population

## Narrative Section

---

### Leadership

#### Leadership Style

In leading others, Joe's most likely style would be characterized by fostering cooperation among subordinates. Joe is likely to adopt a facilitative or participative style of leading others. Joe's manner of leadership may be characterized by the following behavior(s):

- ▶ Joe is likely to remain calm and patient even in potentially frustrating situations.
- ▶ Joe probably has the personal resources to meet most challenges without feeling overwhelmed.
- ▶ Joe is usually accepting of other people. This individual will tend to trust the behaviors and motives of subordinates.
- ▶ Joe's style of management will probably not be one of seeking to control others. Instead, this person is likely to be supportive of the members of their team.
- ▶ Joe tends to be rule-oriented and probably prefers that tasks are accomplished "by the book".

Based on this individual's personality information, their overall leadership potential is predicted to be high. Joe is likely to possess the resilience and patience that characterize those in positions of leadership and authority.

#### Evaluating Others

Overall, Joe's responses to the inventory suggest reasonable comfort with the interpersonal nature of conducting face-to-face performance evaluations. In appraisals, Joe tends to balance resoluteness with receptivity. There may be times when Joe adheres to a personal position, while at other times being open to another's perspective. However, this person is also an assertive person and might tend to control the evaluation sessions. Joe may need to guard against monopolizing the conversation and not giving employees an opportunity to discuss what's on their minds.

### Interacting with Others

In general, Joe shows about equal preference for activities involving social contact or those requiring individual effort. Joe is likely to be perceived as open and forthright, feeling comfortable sharing personal matters. At the extreme, however, Joe may be quite self-revealing. In group settings, this individual seems to balance self-assertion with reserve; Joe would rarely be perceived as too bold or too shy. Joe tends to be open and accepting toward most people, putting trust in the goodwill of others. However, under certain circumstances, Joe could be taken advantage of if failing to not give enough attention to other 'peoples' motives. Joe is apt to be vehement or even forceful in saying and doing things.

### Making Decisions

Joe's problem-solving ability is predicted to be above average. Joe is likely to assess and comprehend problems rapidly. Joe's level of creative initiative is predicted to be somewhat higher than average. Joe may have some of the venturesomeness, determination, or orientation toward ideas that are instrumental for pursuing creative interests. Being creative and bright, Joe is probably able to integrate and organize information from many sources. Joe's solutions are likely to be unique and insightful. Joe can value many aspects of established methods while remaining open to change. It is likely that this individual will consider both the outcome or goals and the process or method for achieving them.

## Initiative

### Independence

Joe tends to prefer to work independently with little supervision or instruction. This person often forms their own ideas and opinions about self-direction and others in the pursuit of goals. Moreover, this outlook for receiving guidance and support is likely to be accompanied by the following personal qualities:

- ▶ Although there may be times when Joe feels uncomfortable introducing ideas in front of a group, overall Joe is as capable as most people in interacting in new group settings.
- ▶ To a certain degree, Joe adjusts to changing conditions fairly well and would neither salute established standards and policies nor consciously disregard them.
- ▶ Joe would tend to form and express personal opinions and would prefer to take the initiative.

### Dependability

Joe is likely to set aside personal wishes and desires in order to meet responsibilities and goals. Joe probably favors a setting where guidelines and expectations are clear. It is likely that Joe prefers to be involved in projects that are well-structured or adequately planned. In such situations, Joe could be expected to give careful attention to details and organization. In a crisis situation, this individual is likely to keep their head and move forward with a reasonable strategy.

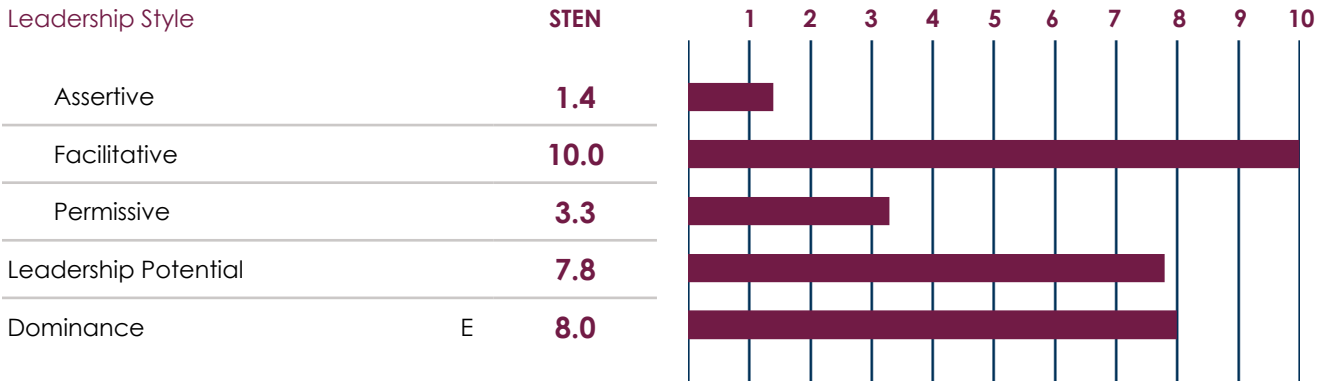
## Personal Adjustment

At the present time Joe appears less anxious than most people. This could reflect a characteristic imperturbable style, or it could reflect Joe's current behavior in the absence of significant stressors. For some respondents, very low scores may reflect a tendency to minimize difficulties and negative affect. Joe's responses suggest a tendency to remain even-tempered and calm even during upsetting situations, and the ability to usually concentrate on matters at hand. Joe is generally adaptable and takes things in stride.

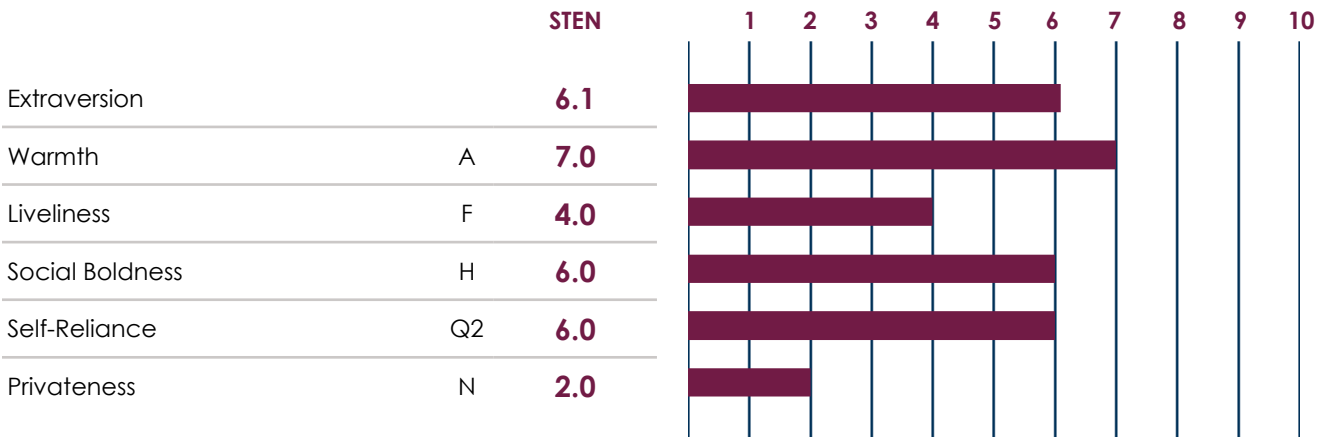
## Score Summary

This score summary is intended to be used by qualified professionals only. It should be interpreted in light of the specific needs and priorities identified within the organizational setting. These pages should be maintained in a secure file.

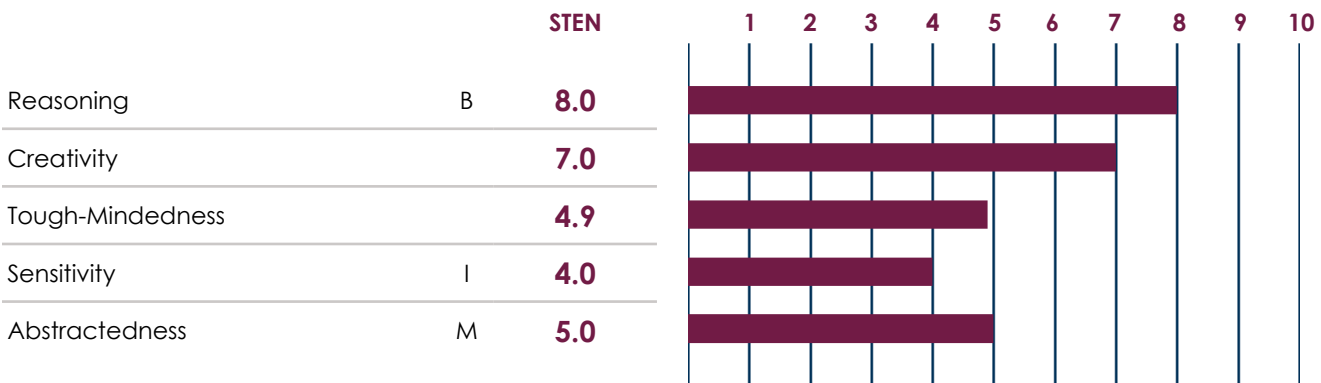
### Leadership



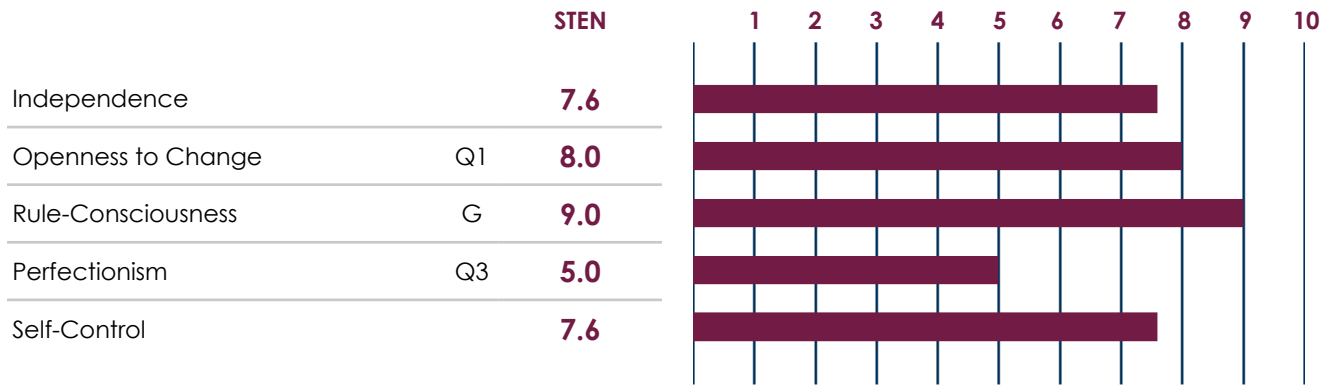
### Interacting with Others



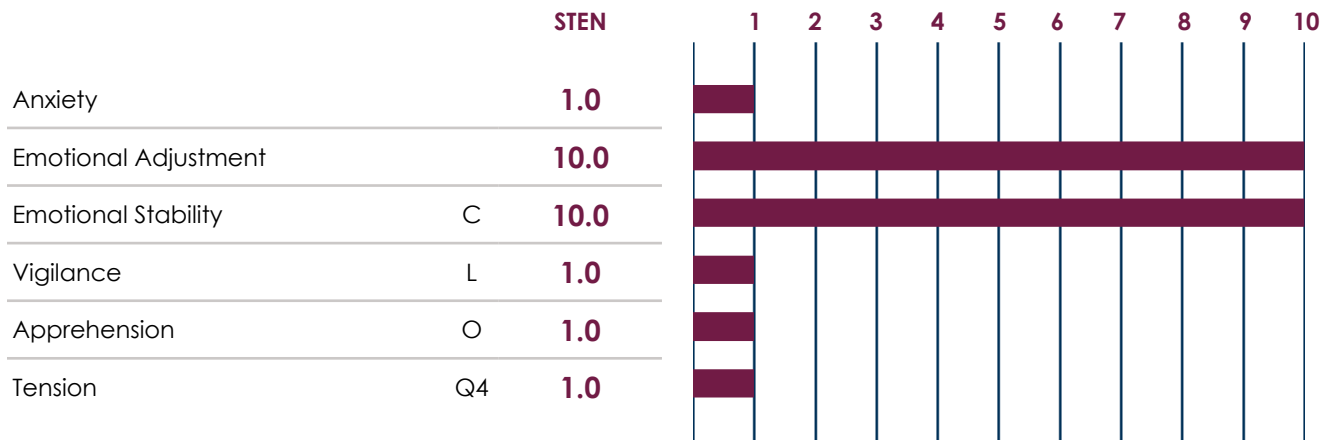
### Making Decisions



### Initiative



### Personal Adjustment



## 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.



[www.talogy.com](http://www.talogy.com)

© 2024 Talogy, Inc. and affiliates, USA. All rights reserved.

Other than for the purposes of using Talogy's electronic assessment service, no portion of this publication may be translated or reproduced in whole or in part, stored in a retrieval system, or transmitted in any form or by any means (electronic, mechanical, photocopying, recording or otherwise) without the prior written permission of the copyright owner. This publication may not be resold, rented, lent, leased, exchanged, given or otherwise disposed of to third parties. Neither the purchaser nor any individual test user employed by or otherwise contracted to the purchaser may act as agent, distribution channel or supplier for this publication.

® 16pf and the 16pf logo are trademarks of the Institute for Personality & Ability Testing, Inc. (IPAT) in the USA, the European Community and other countries. IPAT is a subsidiary of Talogy.

® Talogy and the Talogy logo are registered trademarks of Talogy, Inc. and affiliates.