



Profile and Manager Feedback Report

Ian Engineer

19 December 2008

CONFIDENTIAL

Introduction

This report should be used in conjunction with professional judgment. The statements it contains should be viewed as hypotheses to be validated against other sources of data such as interviews, biographical data and other assessment results. All information in the report is confidential and should be treated responsibly. The 16PF@5 Administrator's Manual contains background information on the material covered in this report.

Response Style Indices

Norm group

GB Combined-Sex

All of the response style indices are within the normal range: there is no indication that it is necessary to question any of them.

Impression Management

The individual has presented a self-image that is neither markedly self-critical nor overly positive.

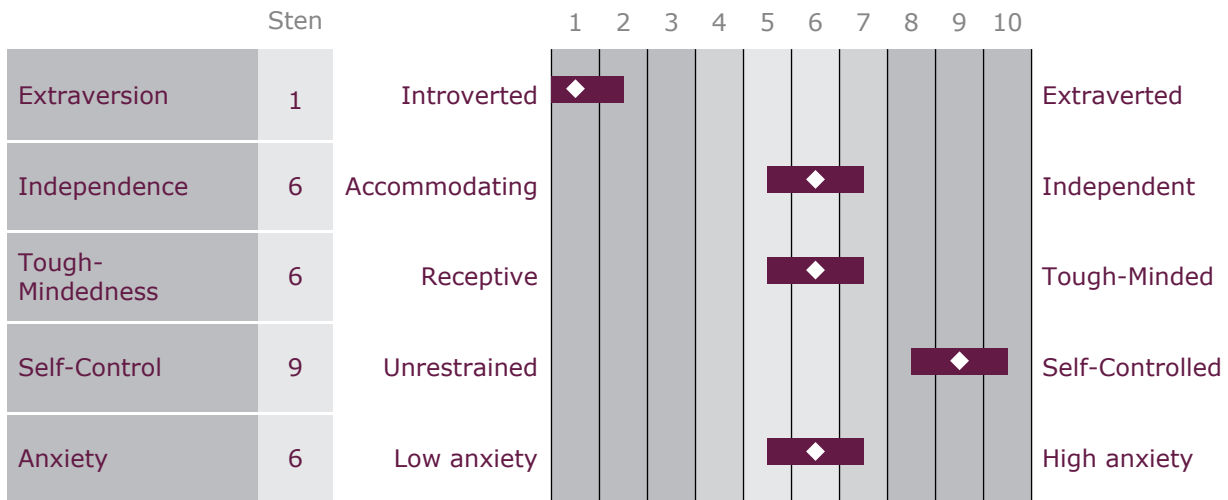
Acquiescence

The individual has responded in a way that is not acquiescent; that is, they have not simply agreed with each statement. However, the style of responding could also be compatible with someone who has endorsed either a majority of 'b' ('?') or 'c' ('false') responses. Therefore the Infrequency index should be carefully examined in order to assess the extent to which their responses may be unorthodox or unusual.

Infrequency

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

Global Factors



Global Factor definitions

Extraversion

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

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

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.

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

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.

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

Self-Control

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

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

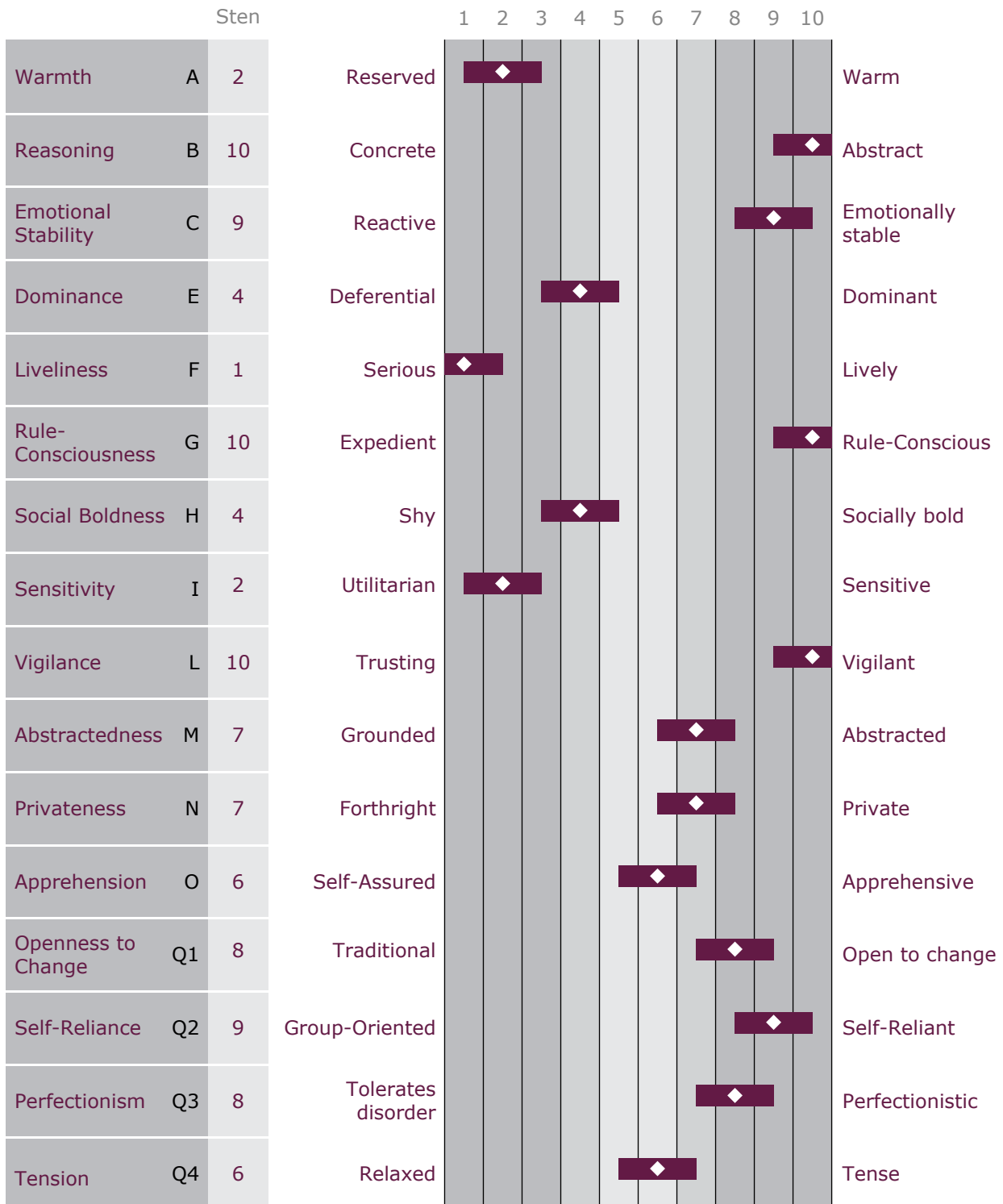
Anxiety

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

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

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

Primary Factors



Item summary

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

Item responses

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

Summary statistics:

Number of a-responses	= 84 out of 170 (49%)
Number of b-responses	= 20 out of 170 (12%)
Number of c-responses	= 66 out of 170 (39%)
Number of missing responses	= 0 out of 185 (0%)

Factor	A	B	C	E	F	G	H	I	L	M	N	O	Q1	Q2	Q3	Q4	IM	IN	AC
Raw scores	5	15	20	10	2	22	4	4	20	13	17	15	21	20	18	13	12	6	55
Missing items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

This report was processed using 16PF Fifth Edition Questionnaire GB Combined-Sex norms.



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Manager Feedback

Ian Engineer

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Introduction

This report summarises Mr Engineer's responses to the 16PF questionnaire.

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

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

It is important to consider that:

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

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

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

Manager Feedback

Relating to Others

Mr Engineer prefers to maintain a professional rather than personal relationship with others. He is likely to be selective, only developing closer relationships with those he finds most interesting. He is likely to be cautious and restrained, preferring to consider his speech and actions carefully. People are likely to see him as serious due to his desire to avoid saying or doing things that he would regret. Mr Engineer may find many social situations uncomfortable, in particular those where he is trying hard to make a good impression. In these settings he could come across as more withdrawn and shy, and will be sensitive to what others think. In situations where he has previous experience, or where he is surer of his role, he will feel less threatened and may appear more confident. He is quite private and discreet, preferring to withhold personal information. In many situations he will avoid sharing his personal feelings or thoughts, confining these to people to whom he feels close or who he trusts. He values the freedom to think and act independently. He will seek to take decisions on his own, and enjoys having the responsibility for himself. This will be a distinct advantage in situations where he has to work alone, or where swift, decisive action is required. However, he may be reluctant to jeopardise his independence by seeking advice or support.

Influence and Collaboration

Mr Engineer is relatively agreeable and accommodating and will generally seek to cooperate with the wishes of others. His generally compliant behaviour may mean that he finds it difficult to confront others or to express contrary opinions. He may find it uncomfortable to directly state his opinions or to attempt to influence others. As a result he may only do this in matters that are areas of his expertise, where he feels particularly strongly, or when he is among people he knows well. Mr Engineer is likely to question the motives of others and will seek to uncover their real intentions, which implies that it will be difficult for them to take advantage of him. As he will seek to understand people's ulterior motives, it will take a long time to win his trust or to influence him. He will probably be seen as sceptical, and his low level of trust is likely to be reciprocated by others. He prefers ideas that challenge the status quo and offer opportunities for improvement. He may get frustrated in slow-moving environments and could potentially overlook what is currently good in traditional, established methods.

Thinking Style

Mr Engineer's thinking style may sometimes appear uncompromising and detached. He is likely to prioritise reaching the right answer over attending to the feelings of others. He will tend to pursue his ideas even in the face of disapproval or rejection, as he is likely to be more concerned with being right than being popular. He is likely to be logical and objective in his decision-making. He will avoid allowing his emotions to interfere with his thinking and finds it easy to make unsentimental decisions. However, he probably finds it difficult to deal with emotionally charged individuals or situations, as these do not fit with his logical approach to the world. Mr Engineer may be generally interested in abstract theories and possibilities. He will prefer to take a broad, future-focused view of problems. He may find it easy to look for links between facts or concepts, and it may be more difficult for him to focus upon immediate practicalities.

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

Structure and Flexibility

Mr Engineer is reflective and deliberate. He tends to consider the various aspects of a decision before committing himself, and strives to anticipate – and therefore avoid – potential risks. He is likely to be seen as methodical, with a keen desire to focus on a subject in depth; however, this may come across as ponderous, and he could feel uncomfortable if he has to think quickly and spontaneously. He will probably place a high value on society's rules, norms and expectations and will act as their custodian, upholding standards and respecting authority. He is unlikely to ever break rules, seeking instead to change those that he considers unfair. He may be seen as rigid or inflexible due to his clear view of right and wrong. Mr Engineer prefers to take a broader view, turning his thoughts to the possibilities or implications of a situation. He will be most comfortable in situations where this is important. He may be less comfortable when he has to focus upon immediate practicalities and will tend to do so only after he has considered a broader perspective. Mr Engineer is likely to be organised. He is probably most happy in situations where he can see what needs to be done and is given the opportunity to plan ahead. He probably copes with shifting circumstances by careful planning, although he may sometimes be seen as inflexible because of his need to achieve high standards.

Management of Pressure

Mr Engineer sees himself as able to cope with the obstacles that he encounters in life. He is unlikely to respond with a negative display of emotion to the ups and downs in his life, and will be seen as mature and calm. However, he is probably unwilling to admit to himself that he is affected emotionally by events, and others may see this calm approach as a lack of engagement. He questions the motives of others, and will spend a great deal of time and energy considering the causes of their actions. As a result he will be alert to potential unfairness or attempts to take advantage of him, but he will possibly be seen as distrustful or wary by others. Mr Engineer may be self-assured in some situations, feeling confident in his abilities. In other settings he may experience more self-doubt, and feel that he has not said the right things or performed as effectively as he could have. He is likely to be relaxed at times, feeling calm and patient, although in some situations he will feel more tense and driven to act. He may wish to consider which situations or people would make him feel more impatient.



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