

# 16pf<sup>®</sup> Competency Profile Report

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Ali Kahn | March 22, 2019 | Confidential



## Core Personality Insights

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## Introduction

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### Overview of the 16pf

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

### Overview of the 16pf Competency Profile Report

Users need considerable training and experience to accurately interpret the scores of the 16pf Questionnaire. To make this valuable information more accessible, the 16pf Competency Profile Report provides the respondent's scores on a comprehensive framework of 20 common job competencies. The Report is written in straight-forward, business language. Each competency is described briefly in its own section.

These competencies are based on a combination of empirical research and many years of organizational consulting experience.

### Use of the Report

Because the statements in this report are automated, they should be viewed as hypotheses to validate against other sources of data (e.g., interviews, work samples, simulation exercises, biographical data or references).

Treat the information in this report as confidential. It should only be shared with organizational members who have a need to know about it. It should be stored in a separate, secure file.

Keep these points in mind when using this report:

- ▶ You should focus on the competencies most relevant to the role in question. Identify the most important 4-5 competencies and concentrate on them.
- ▶ The results reflect the respondent's description of their own personality and behavior. They may not completely match the way other people see the individual. The accuracy of the results depends both on the respondent's openness in answering the questionnaire and upon their level of self-awareness.
- ▶ Often, the value of personality assessment is in comparing a respondent to a larger population. These results describe how the person's profile corresponds to other people who have completed the questionnaire.
- ▶ The report describes the respondent's likely style. It does not directly measure foundational skills or knowledge. As a result, the statements should be compared to other information about the individual.
- ▶ The prediction of potential is based on studies of the relationship between a variety of competencies and 16pf personality characteristics. However, each person may have a different way of demonstrating the competency. Use additional information to confirm or disconfirm the predictions for this individual.

The results of the questionnaire are generally valid for 12-18 months after completion. They may be less useful if an individual undergoes major changes in their work or life circumstances.

## Structure of the Report

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The 16pf Competency Profile Report comprises the following sections:

### Response Style Indices

This section provides information on how the respondent has answered the questionnaire. It allows the user to review and generate hypotheses about the respondent's test taking attitude.

### Norm Group

The population against which respondents of the 16pf are compared. Using a norm group means a respondent's scores are considered in the context of the type of group they might belong to, rather than in isolation.

### Overall Summary

In this section, a graphical summary presents the respondent's likely performance on all competencies on a 1-5 scale. A score of 1 is considered very low and 5 is considered very high. Remember to focus on the 4-5 most important competencies.

### Competency Results

This section explores each competency in detail. The following information is provided:

▶ **Overview of the Competency**

▶ **Indicators**

A description of how closely the respondent's profile aligns with the requirements of the competency. The degree of alignment is indicated by a symbol at the side of each indicator from the 16pf:

- +** for when the results of a 16pf factor suggest a positive relationship with the competency
- for a relationship which appears negative
- when the 16pf result is moderate or balanced between a positive and negative relationship

## Response Style Indices

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



### Impression Management

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



### 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.

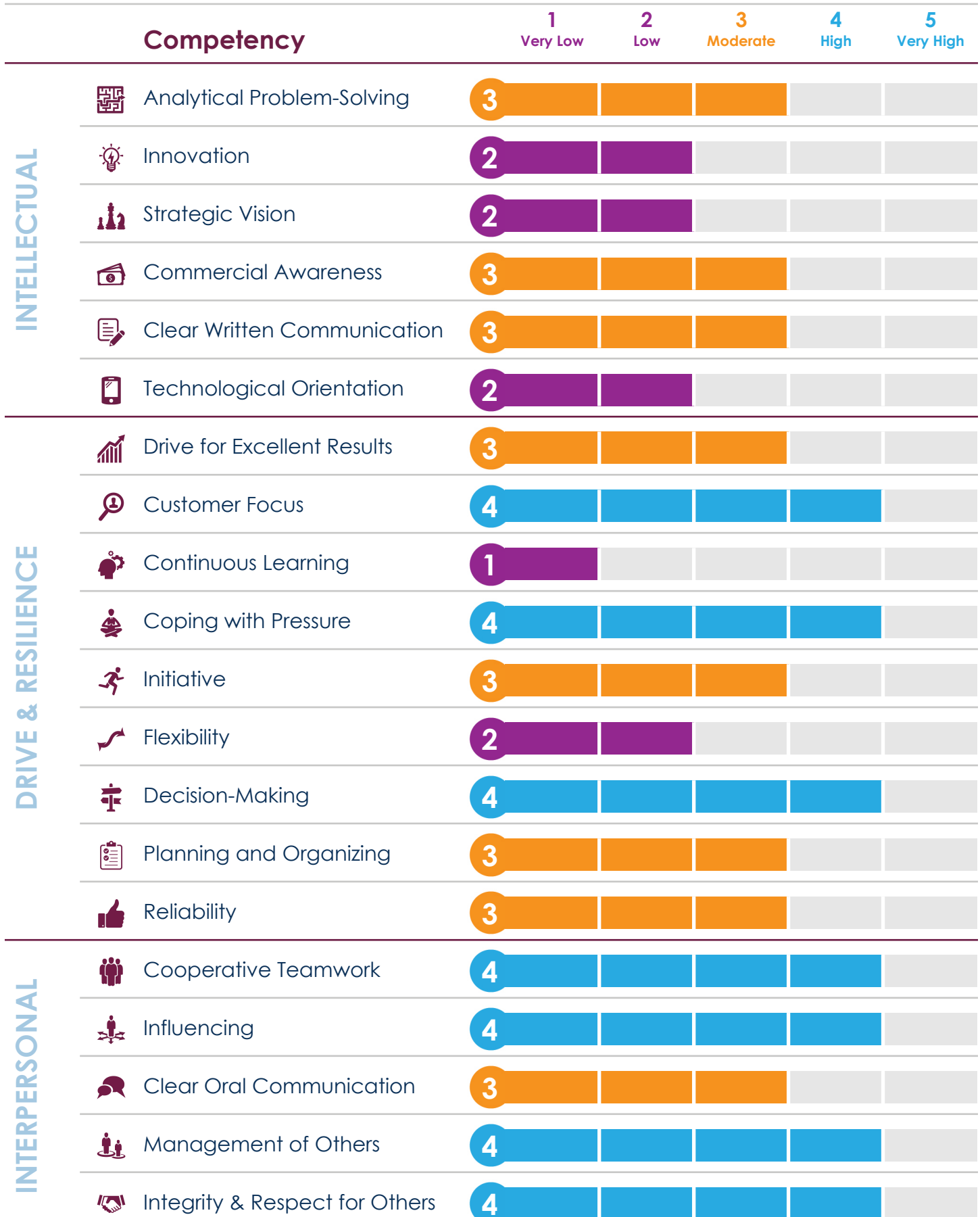
## Norm Group

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▶ US General Population

## Overall Summary



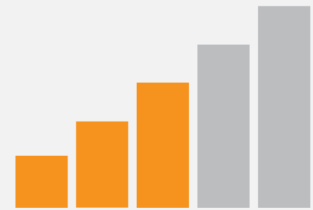


## Analytical Problem Solving

*Intellectual*

This competency is concerned with applying an analytical approach to solving problems and reaching logical conclusions. This means gathering information from a variety of sources and quickly gaining an understanding of it. It requires working effectively with complicated, conflicting or ambiguous information, and looking beyond the surface of issues to identify their underlying patterns and causes.

### Results: Moderate



### Indicators from the 16pf Questionnaire for Ali Kahn

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



## Innovation

*Intellectual*

Innovation is about turning creative ideas into original solutions. This competency is concerned with producing new or different approaches to current situations and enabling this creativity in others. An innovative approach involves both generating ideas and seeing them through to implementation.

### Results: Low



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali prefers stability and established work styles. This person is less likely to question how things are done.
- Ali is generally open to ideas, while keeping a focus on what is practical and immediately necessary.
- Ali's style is likely to be balanced between taking time to consider ideas, and being more spontaneous and enthusiastic about taking action.
- Ali's attitude towards rules will allow this person to accept standard procedures and practices and abide by them where necessary, but not adhere to them so rigidly that Ali will dismiss necessary changes.
- Being as organized as most, Ali prefers to have some structure in work, while at the same time adapting to changes as they arise.

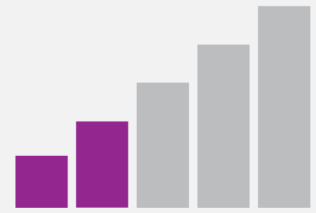


## Strategic Vision

### Intellectual

This competency is concerned with creating a clear view of the future of the business. People demonstrating Strategic Vision consider the long-term goals of their organization and define the strategy that will enable others to achieve this. They also take into account the environment in which their business operates and anticipate future changes or challenges for the organization.

### Results: Low



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is likely to strike a balance between considering broad strategic concerns and attending to immediate tasks.
- Ali's preference is to maintain the status quo and rely on tried and tested methods. This individual is likely to feel uncomfortable in an unfamiliar and constantly changing environment.

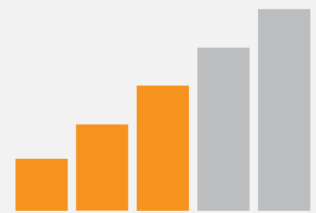


## Commercial Awareness

### Intellectual

Those who are commercially aware consider the flow of money and resources through an organization, and the need to get maximum value at each stage. They seek to achieve commercial objectives, such as profitability, so that the business can be as competitive and successful as possible.

### Results: Moderate



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali seems likely to show a preparedness to compete with others to gain commercial advantage, but will also show willingness to concede in some situations to avoid unnecessary conflict.

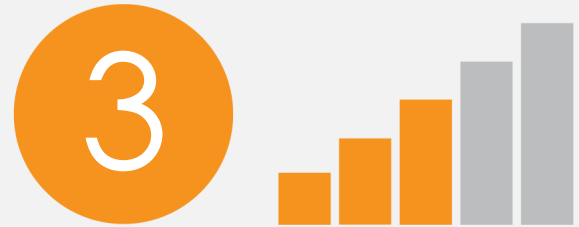


## Clear Written Communication

*Intellectual*

This competency concerns the ability to write clearly and succinctly. Clear Written Communication means adapting the style and content to meet the demands of the situation and audience. To communicate clearly and effectively will usually mean using well-structured, logical arguments and avoiding unnecessarily technical or complex language.

### Results: Moderate



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is likely to use both imaginative, subjective information and factual data in communication.
- Ali's style of communication is likely to balance the expression of this person's individuality with adherence to the standard ways of creating written documents.
- A reasonably well-thought-through approach to writing is likely to appeal to Ali while still making room for spontaneity.



## Technological Orientation

*Intellectual*

Those demonstrating Technological Orientation show comfort and aptitude using technology in order to reach goals more efficiently and to a higher standard of quality. It means showing an openness to advancements in technology and being quick to understand them. People who are strong in this area will use technology appropriately, and will help others to appreciate and understand the benefits of using technology.

### Results: Low



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali prefers tried-and-tested approaches, and is cautious about new ideas.



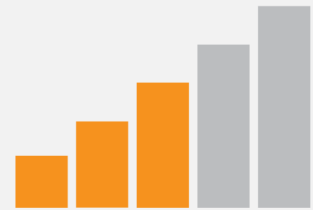


## Drive for Excellent Results

### Drive & Resilience

This competency requires a strong focus on setting and meeting high standards. People who drive for excellent results expect high standards from themselves and others. To be sure of this, they will take appropriate steps to monitor the quality of their own work and that of others.

## Results: Moderate



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali will show as much concern as most people for completing tasks with a high level of quality.
- Ali is likely to display a typical level of caution and so would be inclined to monitor quality in areas of importance.
- A sense of responsibility is likely to lead Ali to check the quality of work where appropriate.

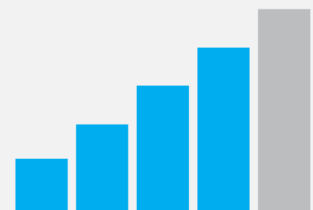


## Customer Focus

### Drive & Resilience

People demonstrating Customer Focus are eager to develop strong, lasting relationships with their clients. They are driven by a desire to understand and satisfy their customers' needs, exceeding their expectations wherever possible. This competency may be concerned with clients inside or outside the organization; internal customers may be other departments or individuals from the same organization.

## Results: High



### Indicators from the 16pf Questionnaire for Ali Kahn

- + Ali is likely to be motivated to form warm relationships with customers, and shows a strong desire to help and support them.
- Customers will find Ali plans ahead and is generally organized, without being inflexible.
- + Trust in others should lead customers to find Ali straightforward in dealings with them.



## Continuous Learning

### Drive & Resilience

This competency is concerned with continually seeking new knowledge and skills, as well as developing existing capabilities. It involves taking advantage of all opportunities for professional development, seeking feedback on both style and performance, learning from others and gaining valuable lessons from successes and mistakes.

Results: **Very Low**



### Indicators from the 16pf Questionnaire for Ali Kahn

- This person enjoys being in familiar situations where they know what is expected of them. Ali may not push into novel situations that will provide stretch or personal development.
- Ali is likely to take a reasonably planned approach to self-development so as to achieve personal goals.
- Being generally confident in their ability, this individual is likely to be realistic about feedback and prepared to learn and develop in certain areas.
- As Ali is more confident and thick-skinned in social situations than most people, this person may have few doubts about their own abilities and might not act on criticism or feedback from others.



## Coping with Pressure

### Drive & Resilience

Coping with pressure requires a positive attitude in stressful situations or following failure. It relies on the ability to manage one's own emotions, a willingness to take on challenging tasks, and the energy to remain focused on those tasks when presented with obstacles.

Results: **High**



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali has as much control over personal emotions as most people, and should feel able to cope with common setbacks and problems.
- This person is likely to be as confident in their own abilities as most people and therefore Ali is likely to accept personal responsibility for their actions.
- + Ali is likely to maintain high levels of social confidence even in difficult circumstances or situations of conflict.

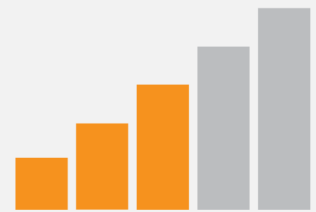


## Initiative

### Drive & Resilience

People showing Initiative are constantly looking for things to do. They are self-confident and proactive and will generate activity for themselves rather than waiting for instruction. They are also prepared to take risks if they feel there is potential benefit in doing so.

## Results: Moderate



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is likely to display as much activity and energy at work as most people.
- As self-assured as most people, Ali should usually feel secure about using initiative.
- Ali is generally consistent, but will occasionally allow their personal mood to affect productivity and achievement.
- + Ali will be eager to gain the attention of others through their initiative and taking on challenges or risks.
- Generally, Ali's preference is to stick to personal knowledge, and it is likely that this individual will contribute best in familiar roles and activities.
- Ali is likely to be as willing as most to take the initiative and express individual views about how goals should be achieved.



## Flexibility

### Drive & Resilience

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

## Results: Low



### Indicators from the 16pf Questionnaire for Ali Kahn

- As a fairly traditional individual who values stability, Ali may find responding to change quite challenging.
- Ali generally feels able to cope with unexpected demands in a calm way.
- Generally respecting rules and procedures, Ali will adhere to convention unless new guidelines suggest it is necessary to make changes.
- It is likely that Ali will enjoy some structure in the work environment, but will be prepared to adapt plans when necessary.
- Ali is likely to consider the implications before acting in some circumstances and to react spontaneously in others, depending on the situation.

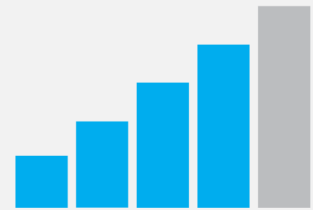


## Decision-Making

*Drive & Resilience*

This competency is concerned with making clear, appropriate decisions. This may be necessary even with incomplete or ambiguous information, and under time pressure. An effective decision-making style requires the resilience to make unpopular decisions where necessary, and to take responsibility for the outcomes and impact of those decisions.

Results: **High**



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali tends to incorporate both subjective and objective data in order to make a decision.
- + Ali is likely to express opinions confidently, and may share even unpopular thinking with other people.
- Preferring to strike a balance between leading and being led, Ali should be comfortable taking on decision-making responsibility when appropriate.
- Ali's focus is likely to be on both facts and hard data as well as insights and possibilities when making decisions.
- Making decisions either alone or with the support of others will be comfortable for this person.



## Planning & Organizing

*Drive & Resilience*

This competency requires people to establish and prioritize tasks and objectives in order to manage time and resources appropriately. Effective planners will set deadlines based on the time required for each task, and on how each part of their plan affects the others. They will also have backup plans in case the situation changes.

Results: **Moderate**



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is likely to be generally organized, and will prioritize and follow plans when necessary without rigidly adhering to them.
- Ali will be as conscientious as most people about incorporating standard procedures into personal plans.

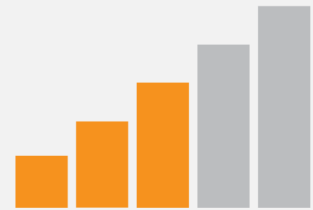


## Reliability

### Drive & Resilience

People demonstrating Reliability are conscientious and focused on working for the good of their team and organization. They willingly follow processes and procedures, rarely miss work or appointments and always warn others in advance if it seems they might fail to meet their commitments.

## Results: Moderate



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali will generally be consistent in behavior and follow the rules when necessary.
- Ali is as self-disciplined as most people, appearing to be generally conscientious and reliable when faced with important issues, but prepared to be more casual at other times.
- Prepared to follow other people's lead when necessary, Ali will also be capable of being autonomous when it comes to meeting commitments.

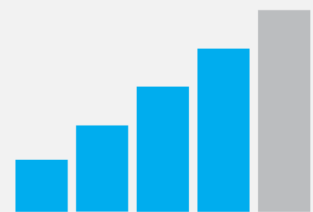


## Cooperative Teamwork

### Interpersonal

Cooperative teamworking means building supportive relationships within a team, based on trust and respect. It requires listening to each other, adapting to other people's different work styles and focusing on shared goals. It also means being willing to challenge others and to accept challenge as a way of getting the best results for the team.

## Results: High



### Indicators from the 16pf Questionnaire for Ali Kahn

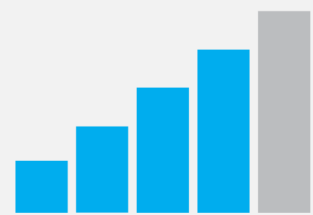
- Ali is likely to prefer to strike a balance between having a sense of belonging to a team and retaining a sense of independence.
- + With a tendency to be warm towards others, Ali will show an interest in them and aim to establish close, friendly relationships.
- + Ali has a trusting attitude towards others and will be accepting of their different motivations, opinions and ideas.
- + As a socially confident individual, Ali will enjoy attention and recognition from others, and copes well with the challenges of working with others.
- Ali has as much energy and drive as most people and is therefore likely to contribute a sense of urgency when appropriate.



## Influencing Interpersonal

Influential communicators balance the need to shape outcomes in the short term with the requirement to maintain successful long-term relationships. This means understanding others, knowing what will motivate and inspire them to achieve common goals, and also what to give and what to hold back in negotiations. It also often requires the use of personal and professional contacts to influence people across teams or organizations.

### Results: High



### Indicators from the 16pf Questionnaire for Ali Kahn

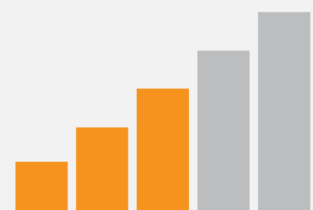
- Ali is as inclined as most people to attempt to influence others.
- +
- Ali will be comfortable making contacts and will be confident in personal communication, not being afraid to take on challenging people and situations.
- Ali is as unlikely as most to be hampered by feelings of self-doubt when attempting to influence others.
- As a tolerant and accepting person, this person may risk others taking advantage of them in negotiations.
- Ali will appear as open about personal thoughts and as politically astute as most people.



## Clear Oral Communication Interpersonal

This competency concerns the ability to speak clearly and fluently. It is demonstrated by taking a logical, structured approach, adapting to the needs of the situation and the nature of the audience. It also involves checking the audience has understood the message. Beyond merely presenting clearly, this competency is also concerned with ensuring strong two-way communication.

### Results: Moderate



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is generally self-assured and as comfortable as most when required to self-introduce in social settings.
- +
- Public speaking and giving presentations are not likely to pose a challenge for Ali. This individual usually enjoys being the center of attention.
- Ali prefers to be in predictable situations, and may not enjoy responding and adapting the presentational style to new or unexpected demands.

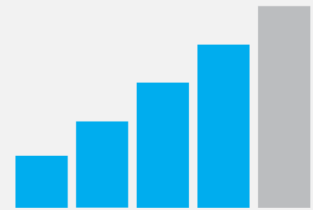


## Management of Others

### Interpersonal

At all levels, effectively managing others means enabling them to perform. Essential to achieving this is setting a clear direction and delegating fairly and appropriately to give direct reports the means to achieve their goals. Those who manage others effectively will also look for opportunities to develop them by encouraging them to take on greater responsibility and make decisions for themselves.

## Results: High



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali is likely to express opinions, taking the lead but showing willingness to consider other people's wishes when appropriate.
- Ali tends to deal with problems and setbacks as calmly as most.
- + Inclined to seek close personal relationships, Ali's management style is likely to be people-oriented and supportive.
- + Ali's social confidence may mean expressing opinions to others, even if unpopular.
- Reasonably self-assured, Ali is likely to project confidence to others, while at the same time being alert to the possibility of what might go wrong.
- + Tolerant and accepting of others, Ali has a trusting attitude and is likely to be constructive and positive about people's abilities.

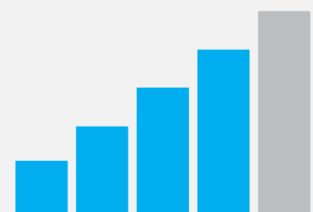


## Integrity & Respect for Others

### Interpersonal

People demonstrating integrity take an ethical approach to their work and relationships. They are discreet with confidential information, whether it is of a personal or professional nature, and treat others fairly. They will also take action when they believe others, or the organization itself, are acting unethically.

## Results: High



### Indicators from the 16pf Questionnaire for Ali Kahn

- Ali will be realistic about standards of behavior, being flexible when necessary but abiding by the rules when needed.
- This individual will aim to be appropriate in what they reveal and should be willing to monitor their sharing when dealing with confidential information.
- Prepared to follow agreed rules and standards of behavior, Ali may nevertheless bypass them if they conflict with personal principles.



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