

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

Joe Sample | November 18, 2024 | Confidential



## Core Personality Insights



## Introduction

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### Overview of the 16pf

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

### Overview of the 16pf Competency 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:** One or more of the response style indices are outside of the normal range. Please see below for more specific information.



### Impression Management

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



### Acquiescence

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



### Infrequency

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

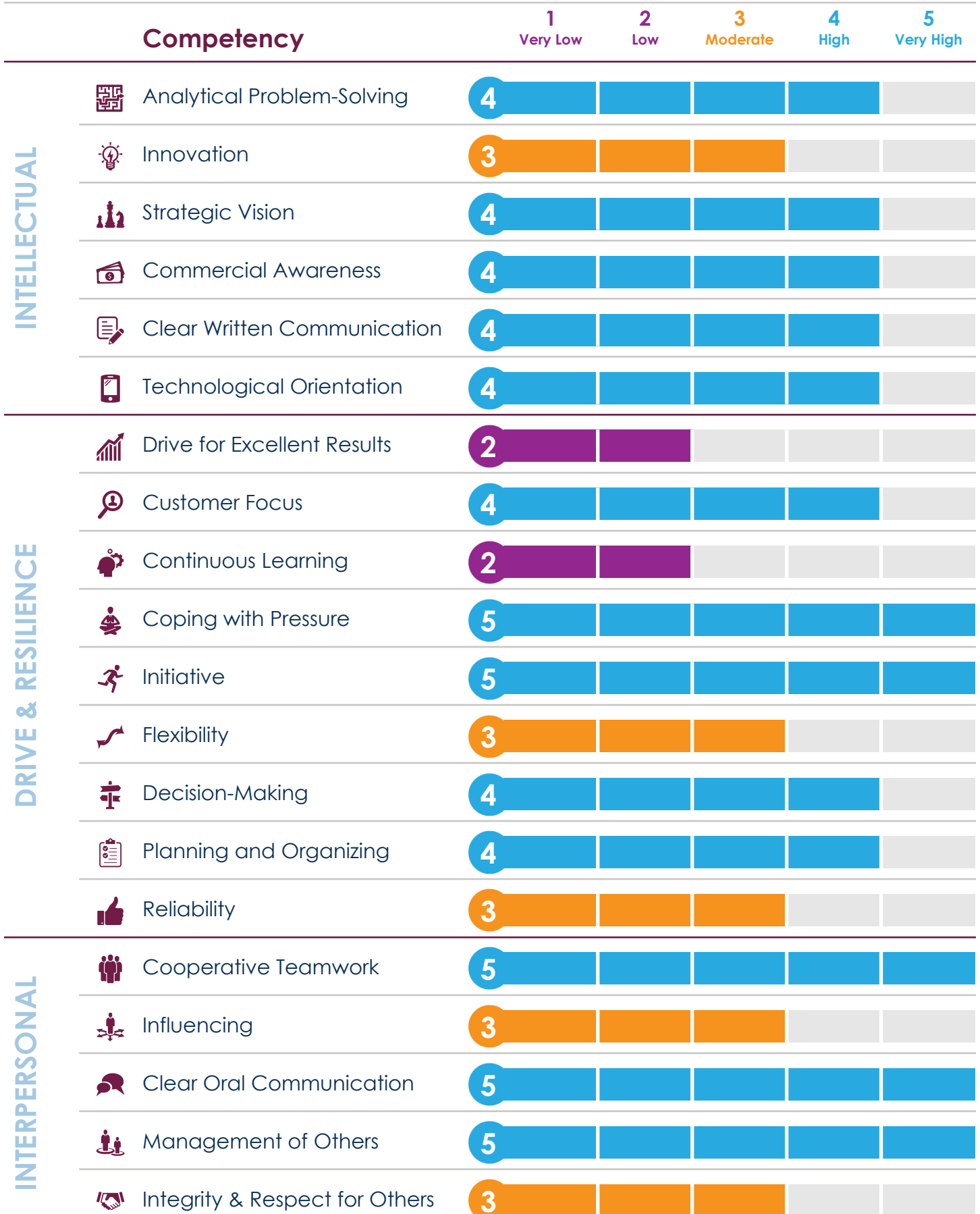
## Norm Group

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▶ US General Population

## Overall Summary



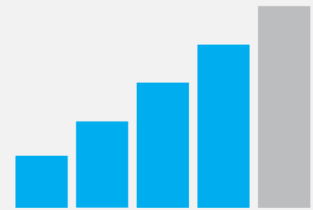


## Analytical Problem Solving

*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: High



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

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



## Innovation

*Intellectual*

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

### Results: Moderate



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

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

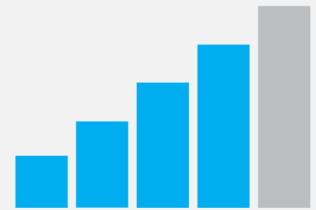


## Strategic Vision

*Intellectual*

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

Results: **High**



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

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

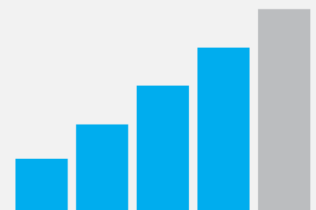


## Commercial Awareness

*Intellectual*

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

Results: **High**



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

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

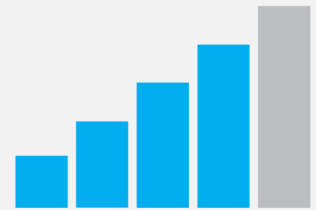


## Clear Written Communication

*Intellectual*

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

### Results: High



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

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

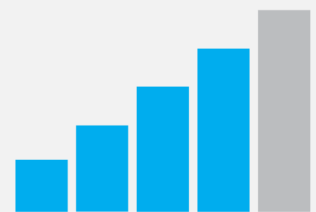


## Technological Orientation

*Intellectual*

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

### Results: High



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

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

 **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.

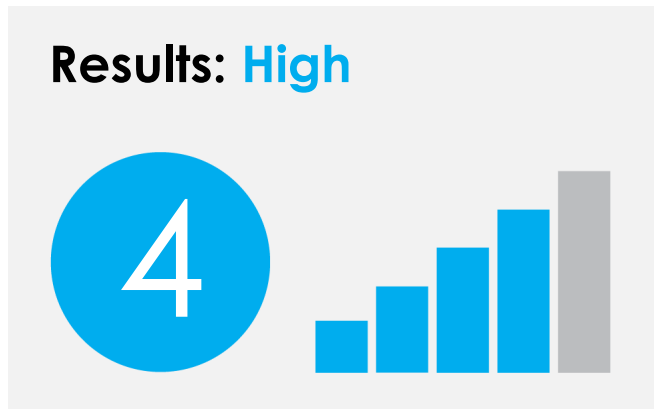


**Indicators from the 16pf Questionnaire for Joe Sample**

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

 **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.



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

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

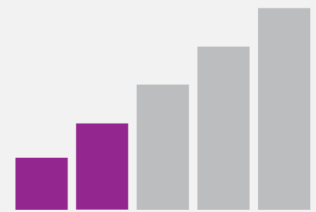


## Continuous Learning

### Drive & Resilience

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

Results: **Low**



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

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

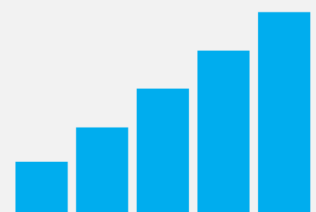


## Coping with Pressure

### Drive & Resilience

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

Results: **Very High**



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

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

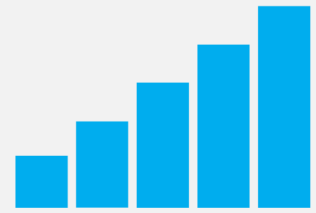


## Initiative

### Drive & Resilience

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

## Results: Very High



## Indicators from the 16pf Questionnaire for Joe Sample

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



## Flexibility

### Drive & Resilience

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

## Results: Moderate



## Indicators from the 16pf Questionnaire for Joe Sample

- + Joe is open to change and will welcome new ideas and new ways of doing things.
- + Joe deals with unexpected demands calmly.
- Respecting rules and procedures, Joe will avoid breaking or bypassing them for the benefit of change, unless there is a very good reason to do so.
- It is likely that Joe will enjoy some structure in the work environment, but will be prepared to adapt plans when necessary.
- Joe is likely to consider the implications before acting in some circumstances and to react spontaneously in others, depending on the situation.

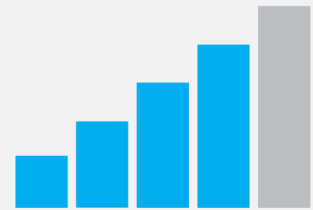


## Decision-Making

### Drive & Resilience

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

## Results: High



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

- Joe tends to incorporate both subjective and objective data in order to make a decision.
- Joe is probably as confident as most people in sharing opinions with others.
- + Preferring to take control, Joe will enjoy influencing the way group decisions are made.
- Joe's focus is likely to be on both facts and hard data as well as insights and possibilities when making decisions.
- Making decisions either alone or with the support of others will be comfortable for this person.

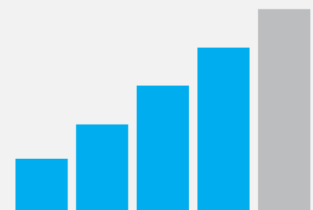


## Planning & Organizing

### Drive & Resilience

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

## Results: High



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

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

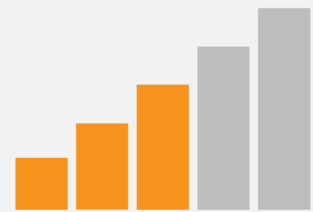


## Reliability

### Drive & Resilience

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

## Results: Moderate



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

- + Joe willingly follows the rules and is likely to be consistent in behavior, adhering to standards.
- Joe is as self-disciplined as most people, appearing to be generally conscientious and reliable when faced with important issues, but prepared to be more casual at other times.
- Often wanting to be in control, Joe may object to following someone else's lead in order to meet commitments.

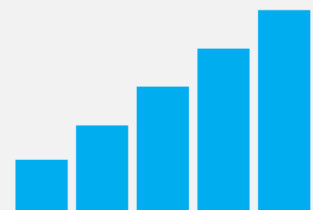


## Cooperative Teamwork

### Interpersonal

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

## Results: Very High



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

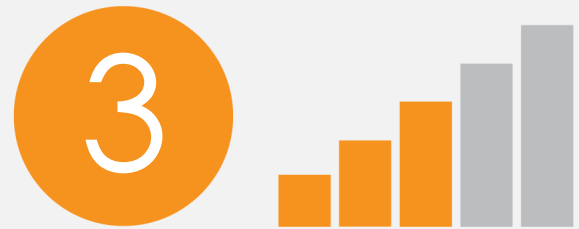
- Joe is likely to prefer to strike a balance between having a sense of belonging to a team and retaining a sense of independence.
- With a typical level of concern and interest in others, Joe seems prepared to form close relationships at work.
- + Joe has a trusting attitude towards others and will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



## Influencing Interpersonal

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

### Results: Moderate



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

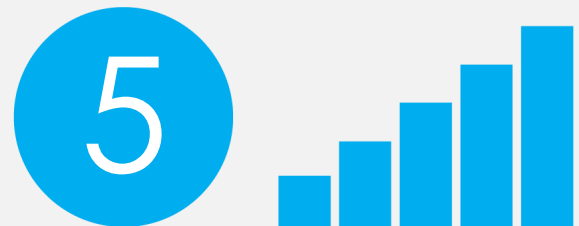
- + Joe is inclined to attempt to influence others.
- Joe will generally appear socially confident and is as comfortable as most people being the center of attention.
- + Joe is unlikely to be hampered by feelings of self-doubt when attempting to influence others.
- As a tolerant and accepting person, this person may risk others taking advantage of them in negotiations.
- Joe appears open and is likely to be transparent about personal thoughts and intentions, perhaps not appearing as politically astute as others.



## Clear Oral Communication Interpersonal

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

### Results: Very High



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

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

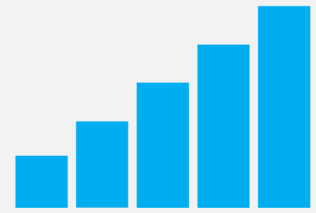


## Management of Others

### Interpersonal

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

## Results: Very High



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

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

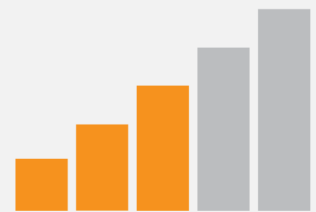


## Integrity & Respect for Others

### Interpersonal

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

## Results: Moderate



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

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



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