



Competency Report

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CONFIDENTIAL

Introduction

The 16PF® Fifth Edition Competency Report contains several sections, each written so that no training in psychological assessment is necessary to interpret them.

Overall summary

A graphical summary is presented of the respondent's likely performance on a range of competencies. The competencies in the IPAT Competency Model represent those that are most commonly used across different organizations. A respondent's potential is predicted from their profile on the 16PF questionnaire; this is evaluated on the basis of past research about the relationship between the 16PF questionnaire and competencies, and compiled using expert judgment. The appendix at the end of this report provides a quick reference guide to the meaning of each competency.

Competency results

In this section, each competency is explored in detail. The likely fit of the respondent to the competency is described, and development tips are offered. The descriptions are based on the degree of compatibility between the respondent's 16PF profile and the likely demands of the competency. The development tips are written according to whether they correlate positively or negatively with the 16PF factors. This correlation is denoted 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.

Interview questions

This section can be used as a guide to conducting interviews based on the competencies. Two standard interview questions are presented for all respondents in each competency, followed by more explorative questions that vary according to the respondent's 16PF profile. These questions focus on areas where the respondent may need to compensate for a potential gap between their 16PF profile and the requirements of the competency.

Use of the report

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 this report is confidential and should be treated responsibly.

It is important to consider that:

- The results are based on the respondent'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 the respondent's openness in answering the questionnaire and upon their level of self-awareness.
- The results are compared against those of a large group of people who have completed the questionnaire.
- The report describes the respondent's likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about their ability.
- The prediction of potential is based on studies showing the relationship between a large variety of competencies and 16PF characteristics; therefore these relationships show how competencies and personality relate for most people in these studies. However, there are different ways to fulfill the demands of a competency, and each person may have a different way to achieve this. The interview questions may be useful to understand the uniqueness of each individual in greater depth.

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.

Overall summary

	1	2	3	4	5
Competency	Poor fit	Marginal fit	Acceptable fit	Good fit	Excellent fit
Intellectual					
Analytical Problem-Solving					
Innovation					
Strategic Vision					
Commercial Awareness					
Clear Written Communication					
Technological Orientation					
Drive and Resilience					
Drive for Excellent Results					
Customer Focus					
Continuous Learning					
Coping with Pressure					
Initiative					
Flexibility					
Decision-Making					
Planning and Organizing					
Reliability					
Interpersonal					
Cooperative Teamwork					
Influencing					
Clear Oral Communication					
Management of Others					
*Integrity and Respect for Others					

*This competency is best assessed through interview or a specialized integrity assessment; the 16PF results should be treated with care.

Competency results

Intellectual

Analytical Problem-Solving

1	2	3	4	5
3	3	3	4	4

Result: Acceptable fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- Ms Explorer is likely to balance a logical, objective approach to data with a subjective evaluation of other factors, such as the feelings of others.
- She may be inclined to analyze data and problems with as much consideration and cautiousness as most people.
- + When solving problems, she is likely to consider the broader context of the issue, likely implications and related issues.

Development tips

Ms Explorer's tendency to focus on the broader view may mean she misses crucial details or inconsistencies. She may need to set some time aside to review the details once she has generated her initial conclusions.

Competency results

Intellectual

Innovation

1	2	3	4	5

Result: Good fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- + Ms Explorer tends to question established approaches and is interested in new ideas.
- + She is oriented towards using her imagination, attending to and developing theories and ideas.
 - o Her style is likely to be balanced between taking time to consider ideas, and being more spontaneous and enthusiastic about taking action.
- + Her willingness to bend or break rules will allow her to comfortably adapt procedures and bypass standard practices, should they prevent her from achieving her goals.
 - o Being as organized as most, Ms Explorer prefers to have some structure in her work, while at the same time adapting to changes as they arise.

Development tips

At her most enthusiastic, Ms Explorer might be accused of seeking change for its own sake. She may need to let go of some opportunities to innovate in order to convince people of the need for other, more important changes.

Ms Explorer's abstract thinking style means her ideas will sometimes prove impractical – or at least appear so to others. When presenting these ideas or suggestions to others, it would be advisable for her to explain how she thinks they will be implemented and what practical benefits they will bring to the organization.

Ms Explorer's apparent lack of respect for rules and regulations may create resistance in the organization, making it difficult for her to turn ideas into actions. She will probably find her suggestions are better received if she takes time to consider how the ideas she is promoting affect the standard procedures of the organization and the people who rely on or enforce them.

Competency results

Intellectual

Strategic Vision

1	2	3	4	5

Result: Good fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- + Ms Explorer is inclined to think about strategic concerns. She is comfortable making connections and visualizing possibilities, which should allow her to think at a broad level.
- + Her preference is to welcome change and to focus her attention on developing and embracing novel opportunities.

Development tips

At its most extreme, Ms Explorer's preference for abstract thinking could mean she overlooks some of the practical issues that need to be included in the development of an effective strategy. She could compensate by drawing on the practical perspectives of others, consulting with people who are closer to the issues or taking time to consider the practical needs and implications herself.

Ms Explorer enjoys change and she may be tempted to make significant alterations to a strategy that other people believe is fixed. While good strategists adapt their plans to take changing circumstances into account, too much change can create confusion and undermine commitment to the vision. By identifying and accepting the elements of the strategy that do not require further change, she should be able to divert her energy towards the areas that need it and thus build on what has already been established.

Competency results

Intellectual

Commercial Awareness

1	2	3	4	5
3	3	3	4	4

Result: Acceptable fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- Ms Explorer 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.

Development tips

There are no suggested development tips for this competency.

Competency results

Intellectual

Clear Written Communication

1	2	3	4	5

Result: Marginal fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- She is likely to use both imaginative, subjective information and factual data in her communication.
- Her style of communication will reflect her individuality, as she is less likely to adhere to the standard ways of writing documents.
- A reasonably well-thought-through approach to her writing is likely to appeal to Ms Explorer, while still making room for spontaneity.

Development tips

Her preference for expediency suggests Ms Explorer will be frustrated by some of the conventions of written communication. She may need to spend more time checking her grammar and reviewing content, particularly in emails or large documents.

Competency results

Intellectual

Technological Orientation

1	2	3	4	5
■	■	■	■	□

Result: Good fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

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

Development tips

Ms Explorer's enthusiasm for new ways of doing things could mean she seeks to introduce new technologies purely for the enjoyment of trying something new. She should probably pause to consider the impact of discarding the old ways and the costs and risks involved with any new technology.

Competency results

Drive and Resilience

Drive for Excellent Results

1	2	3	4	5
Orange	Orange	Orange	White	White

Result: Acceptable fit

Description

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 Ms Explorer

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

Development tips

There are no suggested development tips for this competency.

Competency results

Drive and Resilience

Customer Focus

1	2	3	4	5
Orange	Orange	White	White	White

Result: Marginal fit

Description

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 Ms Explorer

- Ms Explorer may take time to build relationships with customers, and may not appear immediately warm or accommodating.
- Customers will find Ms Explorer plans ahead and is generally organized, without being inflexible.
- Her tendency to question the motives of others could lead customers to sense a lack of trust in them.

Development tips

Ms Explorer will probably focus more on demonstrating her expertise or solving the customer's problem than on building the relationship. She could try taking a more active interest in the customer as a person, perhaps imagining himself in the customer's position or asking questions to develop a deeper understanding of their needs and motivations. This should help her address the customer's needs more effectively.

Her suspicion of other people's motives could make it difficult for Ms Explorer to build strong relationships with customers. Naturally, she should remain aware of the commercial nature of the relationship; however, she will probably find that if she demonstrates trust and fair treatment, the customer will reciprocate and show greater loyalty to her and her organization.

Competency results

Drive and Resilience

Continuous Learning

1	2	3	4	5
Orange	Orange	Orange	White	White

Result: Acceptable fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- + She enjoys experiencing new things, and seeks opportunities for change and variety.
- o She is likely to take a reasonably planned approach to developing herself so as to achieve her goals.
- o Being generally confident in her ability, Ms Explorer is likely to be realistic about feedback and prepared to learn and develop in certain areas.
- + As she is more confident and thick-skinned in social situations than most people, Ms Explorer may have few doubts about her abilities and might not act on criticism or feedback from others.

Development tips

Her high level of confidence in social situations may mean she does not pick up on feedback or cues (particularly subtle ones) from others. She may need to make time to talk to others and then reflect upon their feedback.

Competency results

Drive and Resilience

Coping with Pressure

1	2	3	4	5
■	■	■	■	■

Result: Good fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- + She has more control over her emotions than most people, and will deal calmly with difficulties and setbacks.
- o She is likely to be as confident in her own abilities as most people and therefore she is likely to accept personal responsibility for her actions.
- + Ms Explorer is likely to maintain her high levels of social confidence even in difficult circumstances or situations of conflict.

Development tips

Ms Explorer describes herself as less affected by stress and pressure than most people. In some cases this is a sign that the individual is trying to present themselves as more resilient than they truly are.

Her high levels of social confidence and potential to take risks may sometimes create stressful situations. This may provide stimulation for her, but it may be counterproductive if she does this without awareness or control over the impact on herself and others.

Competency results

Drive and Resilience

Initiative

1	2	3	4	5
■	■	■	■	■

Result: Good fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- Ms Explorer is likely to display as much activity and energy at work as most people.
- As self-assured as most people, she should usually feel secure about using her initiative.
- + She tends to deal with situations in a consistent way, not allowing her mood to affect her productivity or achievements.
- + She will be keen to gain the attention of others through her initiatives and to take on challenges or risks.
- + Generally her preference is to experiment with new and different roles and activities. She is likely to seek change in her routine.
- She is likely to be as willing as most to take the initiative and express her views about how goals should be achieved.

Development tips

Ms Explorer may find that her high levels of confidence in social situations mean she does not easily notice criticism from others; as a result she may occasionally implement initiatives that do not have the full acceptance of others.

Other people might see Ms Explorer's enthusiasm for challenging the way things are done as interference. She may need to be careful when highlighting how she would like to change ways of working: others may not agree that it is time for a change.

Competency results

Drive and Resilience

Flexibility

1	2	3	4	5

Result: Good fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- + Ms Explorer is open to change and will welcome new ideas and new ways of doing things.
- + Ms Explorer deals with unexpected demands calmly.
- + Preferring not to follow rules and regulations, she is likely to be flexible when it comes to bending or breaking rules, unless they are perceived as very important.
- o It is likely that she will enjoy some structure in her work environment, but will be prepared to adapt her plans when necessary.
- o She is likely to consider the implications before acting in some circumstances and to react spontaneously in others, depending on the situation.

Development tips

At her most enthusiastic, Ms Explorer may break important rules or regulations to achieve her objectives. She might benefit from considering the immediate and longer term impact of doing so in order to evaluate the costs of such flexibility.

Competency results

Drive and Resilience

Decision-Making

1	2	3	4	5

Result: Acceptable fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- Ms Explorer tends to incorporate both subjective and objective data in order to make a decision.
- + She is likely to express herself confidently, and may share even unpopular opinions with other people.
- Preferring to strike a balance between leading and being led, Ms Explorer should be comfortable taking on decision-making responsibility when appropriate.
- Her focus will be on insights and possibilities when making decisions.
- + Making decisions in a self-sufficient way is likely to be important to her. She demonstrates a low need for help and support.

Development tips

Ms Explorer may find that she does not pick up cues from others; she may sometimes be so confident in front of other people that she does not realize they are attempting to communicate via hints or suggestions. As a result she may sometimes make decisions without being aware of the thoughts of others.

Ms Explorer may spend too much time on analysis and speculation, generating or discussing options and ideas before making a decision. She might improve her ability to make decisions by consciously dividing the time available into discrete sections: 'gathering data' or 'understanding the situation', 'exploring the options' and 'making the decision'.

Her desire for independence could mean Ms Explorer overlooks opportunities to consult with others before committing to a decision. She could take some time to consider whose input would be valuable, including those who will be affected by the outcome.

Competency results

Drive and Resilience

Planning and Organizing

1	2	3	4	5
Orange	Orange	White	White	White

Result: Marginal fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- Ms Explorer is likely to be generally organized, and will prioritize and follow plans when necessary without rigidly adhering to them.
- She shows a tendency to follow her own approach and may dislike being restricted by set procedures or strict plans.

Development tips

Ms Explorer prefers an informal way of working and is unlikely to want to adopt any formal or official approach to planning in its entirety. She is also unlikely to see the benefit in protocols and procedures and may overlook them until it is too late, assuming they can be overcome or ignored. She might benefit from adopting more formal procedures and including these in her plans from the beginning. This should help reduce conflict with the people who monitor those procedures, earning Ms Explorer credit for those occasions when she needs these structures to be flexible.

Competency results

Drive and Resilience

Reliability

1	2	3	4	5
Orange	Orange	White	White	White

Result: Marginal fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- Ms Explorer may dislike following the rules, preferring flexibility in her approach.
- She is as self-disciplined as most people, leading her to appear 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, she will also be capable of being autonomous when it comes to meeting commitments.

Development tips

Ms Explorer may be unpredictable when it comes to following rules and meeting her commitments, especially if she has not been convinced of the need for a specific deadline or a particular method. There are several things she could do to avoid seeming overly casual. For instance, she could make an effort to understand the reasons for any rules, deadlines or decisions that seem wrong or unnecessary, challenging these where appropriate but agreeing to abide by the final decision. Similarly, when given a task to complete, she could ask whether she is expected to take a particular approach, has complete freedom to do it her own way or has freedom within certain limits.

Competency results

Interpersonal

Cooperative Teamwork

1	2	3	4	5

Result: Marginal fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- She enjoys autonomy and is self-reliant rather than requiring team support.
- With a tendency to be more formal than personal in her style, she may not develop close or personally meaningful relationships with her team members.
- She takes time to develop her trust in others, and will be wary of others taking advantage of her in team situations.
- + As a socially confident individual, she will enjoy attention and recognition from others, and copes well with the challenges of working with others.
- o Ms Explorer has as much energy and drive as most people and is therefore likely to contribute a sense of urgency when appropriate.

Development tips

Ms Explorer's self-reliance may mean she overlooks the benefits of working with others towards shared objectives. She could try keeping a record of the most interesting and important problems or decisions she has faced in a given week, then sharing these with her colleagues and asking how they could have helped or contributed.

Ms Explorer is likely to focus on meeting objectives rather than on building supportive relationships with her colleagues or maintaining morale. Developing a deeper understanding of her colleagues could help her make more efficient use of her talents and create a stronger, more effective team. She could set herself specific objectives where this is concerned. For example, she could aim to have more non-work-related conversations or learn personal facts about others. Alternatively, she could share information about herself or how she is feeling to encourage others to engage in these conversations.

Effective teamwork relies on trust. At least initially, Ms Explorer will probably be suspicious of her colleagues – perhaps particularly when members of the group challenge each others' views. It is worth exploring whether this is a temporary state or her natural attitude to others, as well as what the underlying cause might be. If her distrust is focused on particular members of her team, she might benefit from coaching or from a facilitated discussion with them. If she distrusts the whole team, or if this lack of trust is a common theme for the group, a teambuilding activity might be appropriate.

As a socially confident individual who finds it easy to meet new people, Ms Explorer should be careful not to overlook or exclude those who are less outgoing than her. It would be useful for her to pay more attention to their needs and concerns in order to avoid upsetting them with her natural style.

Competency results

Interpersonal

Influencing

1	2	3	4	5
■	■	■	■	□

Result: Good fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- Ms Explorer is as inclined as most people to attempt to influence others.
- + She will be comfortable making contacts and will be confident in her communication, not being afraid to take on challenging people and situations.
- She is as unlikely as most to be hampered by feelings of self-doubt when attempting to influence others.
- + As someone who is alert to the motives of others, it is likely that she will be on her guard in negotiations.
- Ms Explorer will appear as open about her thoughts and as politically astute as most people.

Development tips

Her tendency to assume people will use any means necessary to achieve their goals may prevent Ms Explorer from taking advantage of common interests when influencing or negotiating. She could enhance her ability to influence by asking each person to share their priorities and concerns rather than making assumptions. She could also make concessions that demonstrate faith in their good intentions. By promoting openness and trust, she may find she is able to build stronger relationships and have greater influence in the longer term.

Competency results

Interpersonal

Clear Oral Communication

1	2	3	4	5
■	■	■	■	■

Result: Good fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- Ms Explorer is generally self-assured and as comfortable as most when required to introduce herself in social settings.
- + Public speaking and giving presentations are not likely to pose a challenge for Ms Explorer, and she usually enjoys being the center of attention.
- + Ms Explorer tends to enjoy variety and may like adapting her presentation style to suit new situations.

Development tips

There are no suggested development tips for this competency.

Competency results

Interpersonal

Management of Others

1	2	3	4	5

Result: Acceptable fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- Ms Explorer is likely to express her opinions, taking the lead but showing willingness to consider other people's wishes when appropriate.
- + She will view obstacles and setbacks in a realistic way, solving problems calmly.
- Less inclined to seek close personal involvement, her management style is likely to be more task-focused than people-oriented.
- + Her social confidence may mean she expresses her opinions to others, even if this makes her unpopular.
- Reasonably self-assured, she is likely to project confidence to others, while at the same time being alert to the possibility of what might go wrong.
- Cautious about others' motivations, she takes time to fully trust others and their contributions.

Development tips

Ms Explorer is likely to focus on the task more than on the people she needs to help her complete it. She should pause occasionally to ask herself what she knows about people's morale – for instance, do they feel involved, supported and recognized for their contributions?

Ms Explorer's lack of faith in other people's good intentions probably means she will be uncomfortable giving her staff significant responsibilities or encouraging them to take the initiative. A clear understanding of their ambitions, strengths, anxieties and development needs should help her allocate work that challenges their abilities. Once they have started the work, she should resist the urge to monitor their progress too closely. It may also help for her to talk to her manager about what it is like to delegate to her.

Competency results

Interpersonal

Integrity and Respect for Others

1	2	3	4	5
Orange	Orange	White	White	White

Result: Marginal fit

Description

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.

Indicators from the 16PF Questionnaire for Ms Explorer

- Ms Explorer will be realistic about standards of behavior, being flexible when necessary but abiding by the rules when she needs to.
- She will aim to be appropriate in what she reveals and should be willing to monitor herself when dealing with confidential information.
- Less likely to abide by agreed rules and standards of behavior, she may only pay minimal attention to social expectations and established norms.

Development tips

To demonstrate integrity, Ms Explorer may need to show more respect for traditional rules and conventions. Her expedient approach could be interpreted negatively by others.

Interview questions

Intellectual

Analytical Problem-Solving

1	2	3	4	5

Result: Acceptable fit

Description

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.

Questions

Can you tell me how you approached solving a complex problem?

- Did you consider the feelings of others or use hard facts to solve this problem?
- Did you think things through first or take some practical action?
- How detailed and practical was your answer to the problem?

Tell me about a time when you needed to quickly understand a situation.

- Was it more important to understand facts and figures, or feelings and opinions?
- How do you feel about having to understand a situation under time-pressure?
- Did you need to research the details of the situation to understand it?

Interview questions

Intellectual

Innovation

1	2	3	4	5

Result: Good fit

Description

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.

Questions

Can you tell me about a time when you made a significant improvement to the ways things were done in your team, department or organization?

- Which aspects of the established ways of doing things did you decide to retain?
- What was the impact of your involvement at a practical level?
- How did you evaluate the need for urgency versus caution in getting this done?
- How did you ensure that relevant existing procedures were adhered to in this process?
- How did you plan this work?

Tell me about a time when you transformed an idea into a significant improvement for your organization, department or team.

- Where did this idea originate?
- What practical considerations did you address?
- How did you decide on the timing of implementation?
- How did you ensure your idea fit with the accepted approach to getting things done?
- What plans did you put in place?

Interview questions

Intellectual

Strategic Vision

1	2	3	4	5

Result: Good fit

Description

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.

Questions

Tell me about your role in creating a compelling vision for the future of your department or organization.

- How did you translate the vision into practical actions?
- What aspects of the current situation did you consider in developing your vision of the future?

What has been the greatest strategic challenge that you have faced in your career so far and how did you respond to it?

- What implications did this have for day-to-day issues?
- How did you maintain a stable working environment in this situation?

Interview questions

Intellectual

Commercial Awareness

1	2	3	4	5

Result: Acceptable fit

Description

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.

Questions

Tell me about an organization that you have worked for that has maximized its profitability. What part did you play?

- Did you have too much or too little control over others?

Describe a situation where you ensured financial factors were considered.

- How did you influence others to contribute to the organization's commercial success?

Interview questions

Intellectual

Clear Written Communication

1	2	3	4	5

Result: Marginal fit

Description

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.

Questions

Can you give me examples of how you have adapted your writing style to communicate with different audiences?

- Did you adapt to be more empathic or more logical according to your audience?
- How did you ensure your work was appropriate to the audience?
- Could you talk me through how you researched this project?

Can you give me an example of a time when you communicated complex matters to a non-specialist audience in a written format?

- How did you engage your audience?
- What conventions did you follow?
- Tell me about the planning you did for this.

Interview questions

Intellectual

Technological Orientation

1	2	3	4	5

Result: Good fit

Description

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.

Questions

Give an example of when you have used technology effectively to deliver a project.

- If you did this again, would you change anything?

Describe a time when you have had to learn to use new technology.

- Would it have been more helpful to use familiar technological solutions rather than the new technology?

Interview questions

Drive and Resilience

Drive for Excellent Results

1	2	3	4	5

Result: Acceptable fit

Description

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.

Questions

Please give an example of when you have exceeded the expected quality of work.

- Were creativity and flexibility required, or were organized planning and attention to detail more important?
- Did you opt for speed or accuracy?
- How did you ensure that you got things right?

Give an example of when you have had to ensure others worked to deliver high-quality results.

- How did you communicate the expected level of quality?
- How did you balance monitoring with taking direct action?
- Who was responsible for achieving high quality – you or others?

Interview questions

Drive and Resilience

Customer Focus

1	2	3	4	5

Result: Marginal fit

Description

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.

Questions

Please give an example of when you have demonstrated a customer-oriented approach.

- Can you tell me how you have developed a relationship with the customer as a way of supporting them?
- How much planning did you do?
- How long did it take you to develop a trusting relationship?

Tell me how you dealt with a challenging customer.

- How did you accommodate and support this customer?
- Did you follow a plan or adapt as you progressed? Why?
- In what way were you responsible for this situation being challenging?

Interview questions

Drive and Resilience

Continuous Learning

1	2	3	4	5

Result: Acceptable fit

Description

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.

Questions

How have you ensured that your knowledge and skills are sufficiently up to date?

- How do you ensure that you perfect your existing skills and knowledge?
- Does your learning tend to be planned in advance or unstructured?
- How do you know if you have a development need?
- What risks and challenges have you encountered when learning new skills?

Tell me about a time when you have sought feedback from others. How did you do it and how did you use the information to improve the way you work?

- What was not possible to change and why?
- Did you plan in advance or take opportunities as they arose?
- What prompted you to seek feedback?
- Tell me how criticism affects you.

Interview questions

Drive and Resilience

Coping with Pressure

1	2	3	4	5

Result: Good fit

Description

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.

Questions

Describe a time when you received criticism at work. How did you react?

- What would others have noticed about your feelings in this situation?
- Which aspects of the criticism did you accept and which did you reject?
- In what way did you challenge this criticism?

Tell me about a time when you had to deal with aggressive customers or colleagues.

- How did you convey your feelings and emotions in this situation?
- How much responsibility did you take for this problem?
- Describe how you demonstrated sensitivity to the other person in this situation.

Interview questions

Drive and Resilience

Initiative

1	2	3	4	5

Result: Good fit

Description

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.

Questions

Tell me about an important project you were responsible for.

- How did you motivate yourself?
- What personal shortcomings affected your ability to do this?
- How did you respond to setbacks and problems?
- What was your reaction to any pressure or criticism from others?
- How did you manage the routine, familiar aspects of the job?
- Tell me how you included other people's needs as well as your own.

Please give an example of when you had to take the initiative to get something done. What prompted you to do this?

- What pace was appropriate to adopt?
- How did you know you were taking the right course of action?
- Did you experience any challenges or disappointments? In what way did this affect your work?
- How did you manage the risks in this situation?
- Did you do anything to exert a steadying influence on the situation?
- Did you get things done your way or include other people's views? Why?

Interview questions

Drive and Resilience

Flexibility

1	2	3	4	5

Result: Good fit

Description

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.

Questions

Tell me about the most difficult change you have dealt with at work.

- What did you need to know about the changes before you responded?
- What did others notice about your mood and coping strategy during this time?
- Did you conform to what was expected?
- Tell me about the planning and organization necessary for this task.
- Was it more important to be enthusiastic or cautious about this change?

Please give an example of when you have responded to changing work priorities.

- What was your reaction to the need for change?
- What coping strategies did you adopt to deal with this situation?
- What standards did you have to adhere to in order to respond?
- Describe how you altered your usual work plan to accommodate this change.
- How did you balance enthusiasm with caution?

Interview questions

Drive and Resilience

Decision-Making

1	2	3	4	5

Result: Acceptable fit

Description

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.

Questions

Tell me about an occasion when you have had to make a difficult decision involving other people.

- What was more important to you, people's feelings or the objective facts?
- How did you share unpopular decisions with people?
- How did you include others in the decision as well as ensure your own views were incorporated?
- How did you ensure you had the facts to hand to support your decision?
- Describe how you involved other people in making this decision.

Using a recent example of an important decision you have made with other people, tell me about your decision-making process.

- Were you detached from, or involved in, this decision?
- How did you know you had made the right decision?
- Who made the final decision?
- How much time did you spend focusing on the facts?
- How did you involve other people in this?

Interview questions

Drive and Resilience

Planning and Organizing

1	2	3	4	5

Result: Marginal fit

Description

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.

Questions

Give me an example of when you have had to organize a major piece of work, project or event.

- How did you balance following plans with the need for flexibility?
- How did you establish guidelines and processes for this work?

Describe a time when you planned a project that involved other people. How did you allocate tasks to them?

- How did you respond to those who had a different planning approach than you?
- How did you ensure consistency of standards and behavior between people?

Interview questions

Drive and Resilience

Reliability

1	2	3	4	5

Result: Marginal fit

Description

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.

Questions

Give an example of a time when you were unable to fulfill a promise you had made to a work colleague or client.

- What more could you have done to fulfill your commitments?
- How did you show a willingness to be reliable and flexible in this situation?
- Did you take control or fit in with what others wanted?

Describe a time when you had to do some work that didn't stimulate you.

- Did you persevere or find a way around it?
- Did you change your approach to the work or stick with convention?
- Did you comply or fight for what you wanted?

Interview questions

Interpersonal

Cooperative Teamwork

1	2	3	4	5

Result: Marginal fit

Description

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.

Questions

Tell me about how you built strong working relationships in your current/last job.

- In what way did you need support from this group?
- How did you indicate an interest in building relationships with your colleagues?
- How did you manage situations where a high level of trust was required?
- Tell me how you provided others with feedback.
- How would others describe your energy levels and patience?

Give an example of when you have had to manage a difficult relationship at work.

- How did you collaborate with others to solve this problem?
- In what way did you want to support this person?
- What positive expectations did you have about this particular person?
- Could you have been more sensitive to the other person in this situation?
- How patient were you in resolving this issue?

Interview questions

Interpersonal

Influencing

1	2	3	4	5

Result: Good fit

Description

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.

Questions

Please give an example of when you have persuaded a colleague to use a particular approach when completing a project.

- Was it more important to be assertive or accommodating in this situation?
- Could you have been more considerate in this situation?
- What went well and what went less well in this situation?
- How did you know you could trust this person?
- Were you diplomatic or forthright with this person?

Give an example of when you have had to negotiate your way past objections.

- How did you put forward your own needs and viewpoints, while ensuring that others' wishes were accommodated?
- What did you notice about others' reactions to your approach?
- How self-confident were you in this situation?
- How did you create a climate of trust in this situation?
- Was it more important to be cautious about what you revealed or open with others in this situation?

Interview questions

Interpersonal

Clear Oral Communication

1	2	3	4	5

Result: Good fit

Description

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.

Questions

Please give an example of a time when you have used effective oral communication to explain complex concepts to others. How did you ensure they understood your points?

- What went well and what went less well?
- Were you aware of any risks or threats in this situation?
- How conventional did your communication need to be for this audience?

Tell me about the last presentation you gave.

- How did you deal with any signs of criticism from others?
- What sort of feedback were you aware of as you were presenting?
- Did you stick to a familiar approach or try something new?

Interview questions

Interpersonal

Management of Others

1	2	3	4	5

Result: Acceptable fit

Description

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.

Questions

Tell me about a time when you were responsible for managing someone or a team of people. This may be with or without formal management authority.

- Do you think you achieved the right balance when consulting with others?
- How did you show sympathy for others' difficulties?
- Would you consider yourself task- or people-oriented? Can you explain why?
- What do you do to ensure you are approachable and sensitive to feedback when managing other people?
- Have you been alerted to any personal errors you've made when managing others?
- How do you gain an insight into the motivations and trustworthiness of others?

Tell me about a time when you have delegated an important task to someone else.

- How did you balance allowing freedom with giving direction?
- What sorts of problems emerged and what skills did you use to deal with them?
- What were the needs of the other person in this situation?
- What disagreements were you aware of, and how did you manage them?
- How did you know you took the right approach to this situation?
- Could you have been more positive in your expectations of this person?

Interview questions

Interpersonal

Integrity and Respect for Others

1	2	3	4	5

Result: Marginal fit

Description

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.

Questions

Give an example of when you incorporated values and ethics into your decision-making.

- Were there established guidelines to help you decide what to do?
- Would it have been better to withhold information or reveal it in this situation? Why?
- How did you evaluate what was right and wrong in this decision?

Describe a time when you had to challenge the behavior or views of a colleague that were inappropriate or unlawful.

- Were there established guidelines to help you decide what to do?
- Was it more important to be direct or subtle?
- Could you have been more categorical about right and wrong in this situation?

Appendix 1: Competency definitions

Competency	Definition
Analytical Problem-Solving	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.
Clear Oral Communication	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.
Clear Written Communication	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.
Commercial Awareness	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.

Competency	Definition
Continuous Learning	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.
Cooperative Teamwork	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.
Coping with Pressure	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.
Customer Focus	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.

Competency	Definition
Decision-Making	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.
Drive for Excellent Results	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.
Flexibility	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.
Influencing	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.

Competency	Definition
Initiative	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.
Innovation	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.
Integrity and Respect for Others	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.
Management of Others	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.

Competency	Definition
Planning and Organizing	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.
Reliability	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.
Strategic Vision	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.
Technological Orientation	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.



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