



# Comprehensive Insights Report

**Ernest Engineer**

February 6, 2014

**CONFIDENTIAL**



## Introduction

### Use of the Report

Please note: decision-making using 16PF-derived information should only be undertaken by a fully trained 16PF user, who will interpret an individual's results using their professional judgment. The statements contained in any computer-generated report should be viewed as hypotheses to be validated against other sources of data such as interviews, biographical data, and other assessment results. All information in the report is confidential and should be treated responsibly.

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.
- There are no absolute rights or wrongs in personality - each style has its advantages and disadvantages, although some temperaments may suit some activities, jobs or interests better than others.
- Results of psychometric questionnaires like this one enable a good prediction of how people will behave in a variety of situations.

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

### Interpreting Mid-Range Scores

A person's behavior is the product of the interaction of their personality characteristics with specific situational opportunities and constraints. This interaction effect is likely to be particularly true of 16PF sten scores in the mid-range on the profile; that is, scores lying at or between stens 4 and 7, and especially those at stens 5 and 6. Therefore, interpretation of these scores can be one of the more challenging aspects when providing feedback. References to situational factors are used in the narrative of this report to remind the professional that interpretations of scores in the mid-range are especially likely to benefit from additional information gathered during the course of the feedback session.



## Report Layout

### Comprehensive Insights Report

The 16PF Comprehensive Insights Report contains several sections, each designed to assist the trained 16PF practitioner in a range of applications. The sections are:

#### Response Style Indices

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

#### Profile Section

A graphical summary of the 16PF Primary and Global Factors, giving practitioners a concise overview of the respondent's personality profile.

#### Interpretive Section

A detailed interpretation of an individual's 16PF profile. This section uses both graphics and narrative interpretation to guide the practitioner through a description of the individual, and then predicts the likely implications of their profile. These predicted implications are based on expert knowledge of how the 16PF factors interact; they are presented for the practitioner to consider and, if they wish, to explore as hypotheses with the respondent. Given that these are predictions, the respondent may feel that some describe them well, and that others feel less true for them.

#### Strengths and Development Tips

Potential strengths and development areas are presented, with tips on how the development areas might be addressed.

#### Feedback Prompts

This section lists questions that the practitioner might use to help the respondent explore their scores, and therefore to establish the respondent's certainty that the reported scores accurately reflect their self-perception. Please note that the feedback prompts are not the same as structured interview questions for recruitment situations; for the latter, the practitioner will need to consider how each 16PF factor relates to the requirements of the role in question.

In addition, two other reports are included for use with people who are not trained in the use of the 16PF questionnaire. These reports are:

#### Candidate Feedback

This short narrative report interprets and describes the results of the 16PF questionnaire for candidates who are unfamiliar with 16PF terminology. It presents a straightforward interpretation of the results of the 16PF profile, which minimizes the risk of misinterpretation.

#### Manager Feedback

This narrative report is written for people untrained in the 16PF questionnaire, but who would nonetheless benefit from an understanding of an individual's profile. For example, it may be given as a summary to a line manager who has had their decision-making supported by a trained 16PF practitioner.



## Response Style Indices

### Norm Group

US Combined-Sex

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

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

### Acquiescence

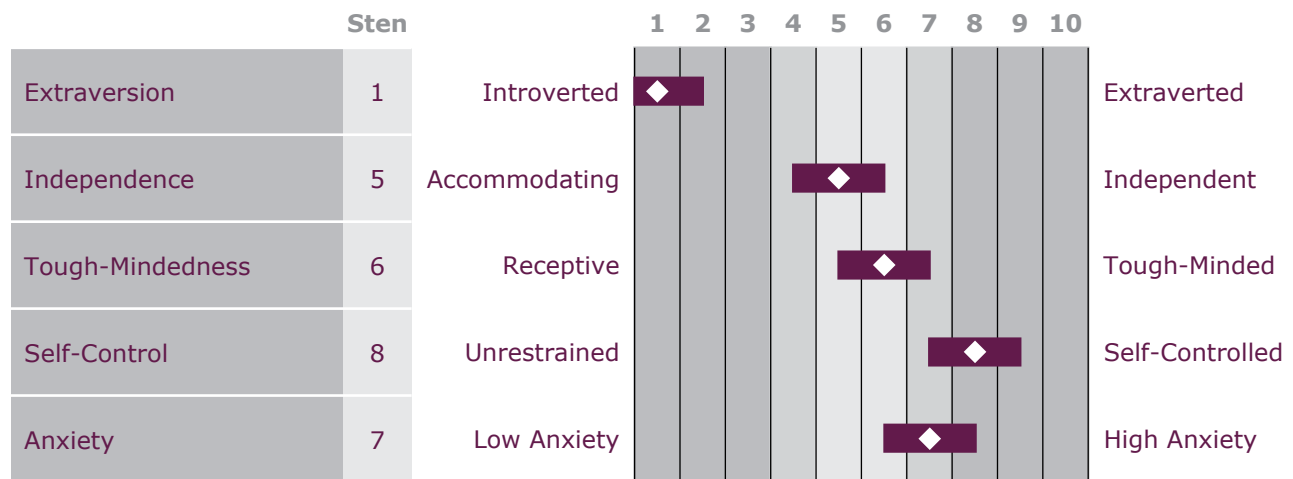
The individual has responded in a way that is not acquiescent; that is, they have not simply agreed with each statement. However, the style of responding could also be compatible with someone who has endorsed either a majority of 'b' ('?') or 'c' ('false') responses. Therefore the Infrequency index should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

### Infrequency

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



## Global Factors



### Global Factor Definitions

### Contributing Primary Factors

#### Extraversion

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

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

#### Independence

The role a person assumes when interacting with others; the extent to which they are likely to influence or be influenced by the views of other people.

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

#### Tough-Mindedness

The way a person processes information; the extent to which they will solve problems at an objective, cognitive level or by using subjective or personal considerations.

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

#### Self-Control

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

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

#### Anxiety

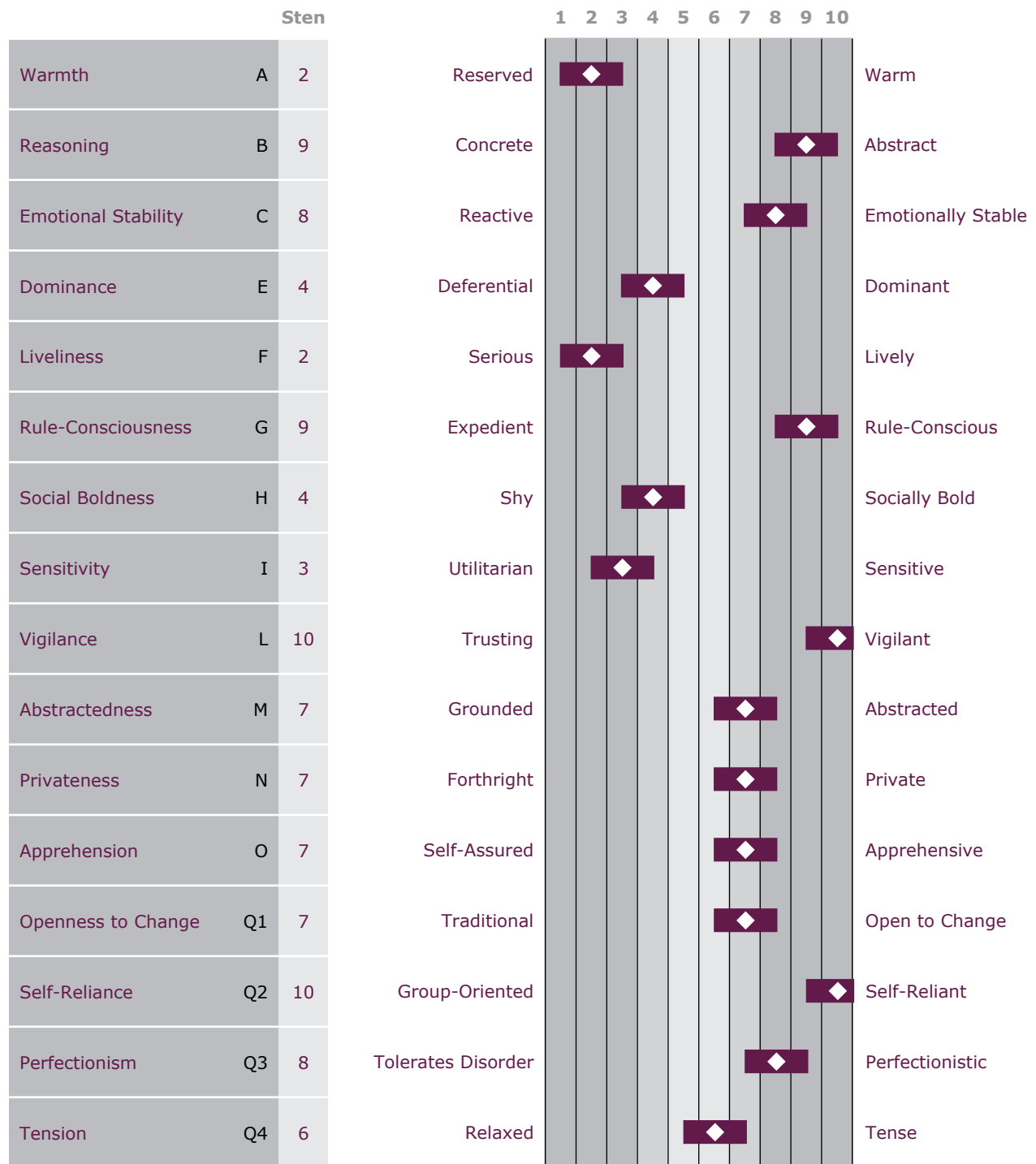
Emotional adjustment; the types of emotions experienced and the intensity of these.

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

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



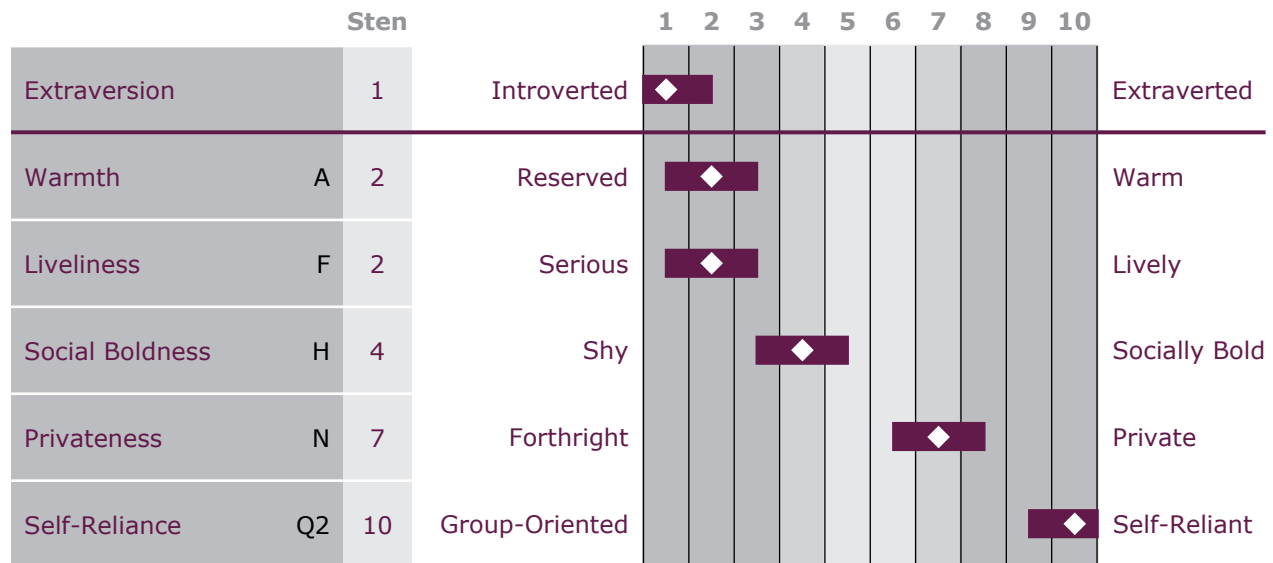
## Primary Factors





## Relating to Others

### Extraversion



Relating to Others concerns the extent to which an individual prefers to be around others, and the quality and quantity of their social relationships.

### Overview

At a broad level, Mr. Engineer's style of Relating to Others can be described as follows:

He sees himself as someone who enjoys his own company rather than that of others. He is unlikely to devote much time and effort to developing and maintaining social relationships and his interactions with others will be cautious and serious.

In more detail, Mr. Engineer's style is characterized by:

- A strong desire to remain emotionally detached from most others.
- A strong likelihood of thinking carefully before speaking or taking action.
- A tendency to be ill at ease and to lack resilience in social settings.
- A tendency to be careful about when and to whom personal information is disclosed.
- A strong desire to spend time alone and to work independently, rather than in groups and teams.



## Relating to Others: In-Depth Interpretation

### Initiating and Developing Relationships

Mr. Engineer is likely to appear introverted and will probably be very selective about those with whom he chooses to develop close relationships. His preference for his own company, combined with his relative lack of interest in other people implies that he is highly self-sufficient. He probably has a small network of friends and associates, lacking both the inclination and the confidence to extend this. While he is unlikely to come across as carefree and fun-loving, he will probably be seen as reliable and steady. It is likely that he takes his commitments seriously. Being a serious and restrained individual, he is likely to prefer relationships with people who also take a sober approach to life. This implies that he will not always be looking for the next interesting or exciting person to talk to. He will be able to focus on individuals and give them careful consideration. In addition, it is likely that he will prefer to focus on a few select friendships or relationships. He may tend to avoid social occasions, especially those where he does not know anyone. His lack of social confidence implies that he could come across as withdrawn and retiring; however, this may suit him as he does not appear to want or need warm and close relationships with most people, restricting them to a select few. It is likely that he frequently feels uncomfortable revealing information about himself. As he may be personally guarded, he is likely to be perceived as discreet, and he may be seen by some people as hard to get to know. Those people he knows well or feels relaxed with may see a more open and forthright side of him. His typical preference not to divulge personal information is in line with his tendency to remain detached from others. He probably prefers his interactions to remain task-focused and unemotional. It is likely that most people frequently do not know how he feels, although there may be some people or situations where he is comfortable being more open and revealing. His tendency to be wary and untrusting of other people may also contribute to his preference to preserve a distance between himself and others, as he may feel that relationships can leave him vulnerable and exposed. Certainly this attitude is likely to adversely affect his interactions with others and may act as a barrier to other people getting close to him. In addition, he could be perceived as someone who is not very straightforward. Although people are likely to be aware that he may question their motivations, his lack of openness may make it hard for them to address and respond to his lack of trust, or to act in ways that may reassure him. This could be an ongoing source of tension for him.

### Liveliness and Excitement-Seeking

Mr. Engineer sees himself as careful and cautious, and as someone who thinks before he speaks. He will probably consider the negative as well as positive aspects of people and situations, which means that he could sometimes be perceived as pessimistic. However, he is also likely to be seen as steady and dependable. Although he may sometimes enjoy meeting and interacting with others, his interactions are likely to be subdued and considered. In addition, his low levels of social confidence imply that he will not wish to be at the center of excitement and activity, preferring more stable and familiar situations.

### Social Situations and Work Settings

Mr. Engineer will tend to feel most at ease among people he knows well; large groups of mostly unknown people are liable to make him feel uncomfortable, and he will not enjoy other people's attention. Speaking in front of others may therefore be difficult for him, and he may be challenged by situations where he is required to network and introduce himself to people. He prefers to work autonomously and solve problems alone. He is likely to be self-sufficient and to value his independence in making decisions, without seeking or needing the support or opinions of others. This implies that he is unlikely to be at his best when working in a team, and that he will feel constricted by a work environment that requires close and frequent collaboration with others. This is in line with his wish to

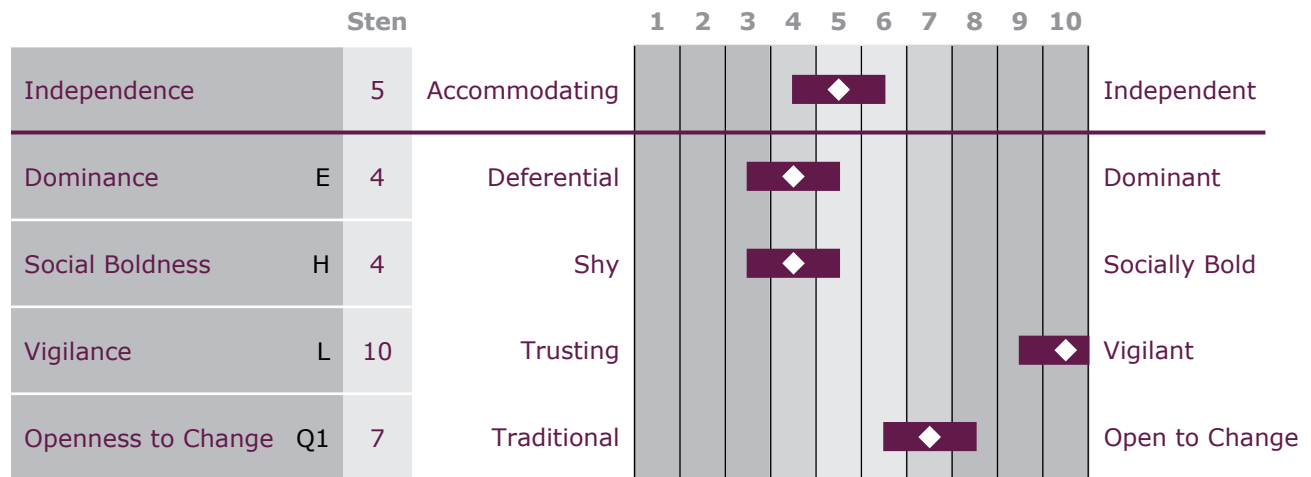


remain detached from others; if he does have to work in a team he will prefer to focus on the task and keep his relationships with his team members on a professional footing.



## Influence and Collaboration

### Independence



Influence and Collaboration describes the extent to which an individual is interested in asserting their opinions and influencing others, as opposed to accommodating themselves to other people and collaborating with them.

### Overview

At a broad level, Mr. Engineer's Influence and Collaboration profile can be described as follows:

He is likely to balance his need to influence with a willingness to accommodate others' needs and adapt to what is happening.

In more detail, Mr. Engineer's style is characterized by:

- A tendency to accommodate the needs and wishes of others.
- A tendency to lack confidence in expressing opinions.
- A questioning attitude toward other people, and suspicion of their ideas and views.
- A tendency to experiment with new and different ways of doing things.



## Influence and Collaboration: In-Depth Interpretation

### Desire for Influence

Although there may be situations where he expresses his opinions, he is unlikely to actively persuade people to his point of view, and he will probably be hesitant about accepting positions of influence. His aversion to drawing attention to himself in a group may make it even harder for him to express his views, as it is possible that he will feel intimidated, anxious or afraid of appearing foolish in front of others. His tendency to defer to others combined with his preference to remain detached from them may reflect more of a task focus than a concern for how they may be affected by his ideas.

### Independence of Thought

Mr. Engineer is likely to be suspicious of other people's views, as he tends to question the motives behind what they say and do. Despite this mistrust, he will generally defer to others' views, which could be uncomfortable for him and lead to resentment. However, it is unlikely that he will assert either his discomfort or his resentment, and so it could be hard for people to know what he is really thinking, leading them to believe that he truly agrees when actually he is just giving in. Although Mr. Engineer tends not to trust people, he may not have the confidence to state his own view. As such, he may not appear to others as an independent thinker, even when he is clear about his own views and opinions.

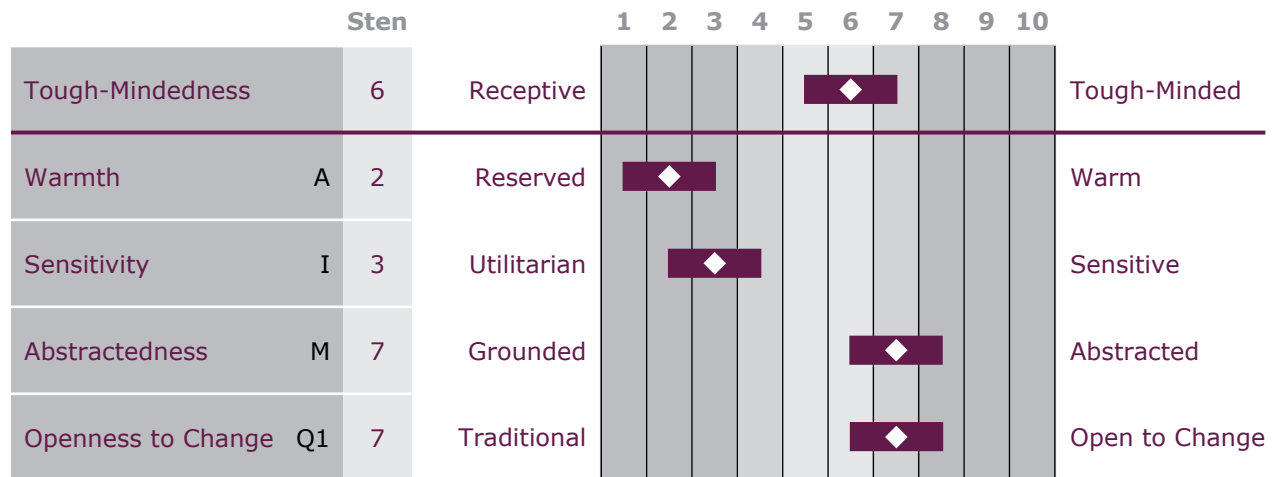
### Seeking New Experiences and Challenges

Mr. Engineer's general interest in new ideas, experiences, and ways of doing things will contribute to his tendency to think independently. However, despite his receptivity, it is possible that if he feels uncomfortable or self-conscious, he may be less eager to participate in novel activities. New experiences that require him to meet or spend time with people he does not know are unlikely to appeal to him. Although he is very interested in new ideas and new ways of doing things, he may only passively share his thoughts with others, rather than actively persuade them to his point of view. If he becomes stuck in situations that lack variety he may appear to accept the status quo while experiencing frustration, and he may withdraw from the situation altogether. When Mr. Engineer attempts to influence his environment, he will probably do so within a set of rules and regulations, following them carefully.



## Thinking Style

### Tough-Mindedness



Thinking Style concerns the ways in which an individual processes information and makes decisions; that is, the extent to which they will take an objective and unsentimental approach, have a practical and concrete focus, and value the status quo, compared to the extent to which they will be interpersonally sensitive, subjective and interested in new ideas and experiences.

### Overview

At a broad level, Mr. Engineer's Thinking Style can be described as follows:

He is likely to prefer to balance an interest in theories and concepts with a practical, realistic focus. He probably has some perception of the impact he has on others. There may be some situations where he is comfortable using his emotions and intuitions to make sense of the world, and others where he prefers to take a more rational approach.

In more detail, Mr. Engineer's Thinking Style is characterized by:

- A strong likelihood that he will consider tasks more than people when making decisions.
- A strong likelihood that he will make decisions based on logic and objectivity.
- A tendency to focus on theories and concepts.
- An orientation toward new ideas and approaches.



## Thinking Style: In-Depth Interpretation

### Taking In Information

Mr. Engineer is likely to be interested in abstract ideas, theories and concepts, although he will probably also keep a practical and realistic focus. He sees himself as someone who can take a broader view, thinking about overarching meanings and patterns and making associations between ideas and concepts. He may also be flexible and creative in the way that he takes in information and comes to conclusions. He is not likely to frequently pay attention to other people's feelings and needs.

### Making Decisions

When solving problems and making decisions, Mr. Engineer is likely to focus heavily on objective information and logic, potentially to the exclusion of other people's feelings. In addition, he will tend to preserve a distance between himself and others, and he will probably have few problems making tough decisions that have a negative impact on others. He may be able to pursue resolutely his ideas or decisions in the face of rejection and hostility from others, and is not likely to be too affected if he has to work in an uncongenial environment. He could, therefore, be seen as tough and uncompromising, although it is unlikely that this perception will concern him. He may experience uneasiness when pressed to make important decisions.

### Creativity and Change

Mr. Engineer is likely to experiment with new ideas and approaches in problem situations. He sees himself as generally open to new ways of doing things and he also welcomes change, anticipating future problems and being proactive about solving them. He sees himself as having a questioning approach, naturally noticing how things could be improved; however, he may sometimes implement change for its own sake. Mr. Engineer is likely to be very interested in unusual or unconventional people, but this will generally manifest itself in attempts to understand their ideas and views rather than as a desire to form close relationships with them.

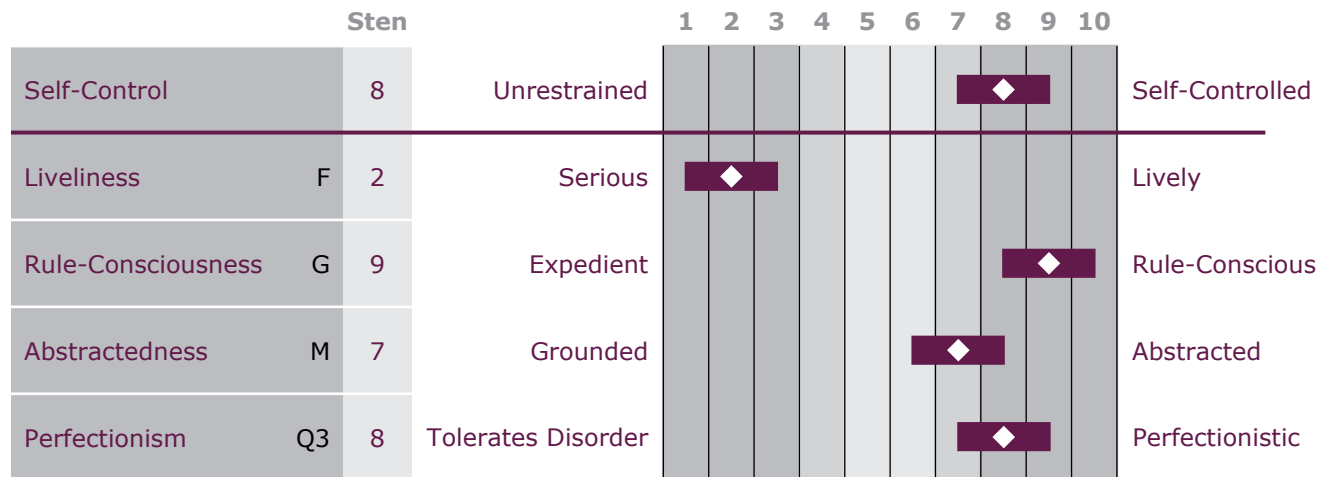
### Problem Solving

Mr. Engineer's responses to the reasoning questions indicate that he is at ease with problems and situations that involve abstract reasoning and conceptual thinking. He can probably quickly see how ideas fit together, and is likely to be a fast learner. He sees himself as curious about events in the world around him. Since he is likely to be intellectually inquisitive, and to enjoy learning from lectures and books, he will tend to have a wide variety of interests, and will probably seek knowledge for its own sake. He is likely to enjoy problems that require a logical, practical and planned problem-solving approach.



## Structure and Flexibility

### Self-Control



Structure and Flexibility concerns the extent to which an individual will exercise caution and self-control, and take care over planning, as opposed to the extent to which they will be spontaneous, flexible and follow their own, perhaps unconventional, set of ideals or standards.

### Overview

At a broad level, Mr. Engineer's Structure and Flexibility style can be described as follows:

He tends toward a controlled and structured approach most of the time.

In more detail, Mr. Engineer's style is characterized by:

- A high concern for planning, persistence and perfectionism.
- A likelihood to dutifully follow convention, rules, regulations and group standards.
- A tendency to be cautious and restrained in words and actions.
- A thinking style focused on abstract ideas and overviews, but not excluding practical, grounded considerations.



## Structure and Flexibility: In-Depth Interpretation

### Planning and Organizing

Mr. Engineer reports a high concern for planning, persistence and perfectionism both in his work and life outside the workplace. He usually tries to get ready for assignments in a very careful manner. He likes to have things well planned and organized. His preference for structure, along with a self-reliant attitude, are likely to mean he favors a conservative, task-focused approach to projects or interests.

### Attitude to Rules and Regulations

Mr. Engineer describes a likelihood to dutifully follow convention, rules, regulations and group standards. He has a strong sense of responsibility and self-restraint. He also may have fairly strong beliefs as to what is right or wrong in most situations. Therefore he generally holds to rather strict standards in the hope that others will think well of him.

### Levels of Dynamism, Caution and Flexibility

Mr. Engineer's responses to the questionnaire suggest a tendency to appear serious and restrained. He is likely to be cautious and introspective, and to think things through carefully before acting. Mr. Engineer is likely to appear to others to be subdued and risk averse. This results from his strong tendency to follow rules and plan ahead, combined with a cautious, restrained approach. There is a possibility that he will feel unnerved by unexpected events and is likely to initially respond inflexibly to such circumstances.

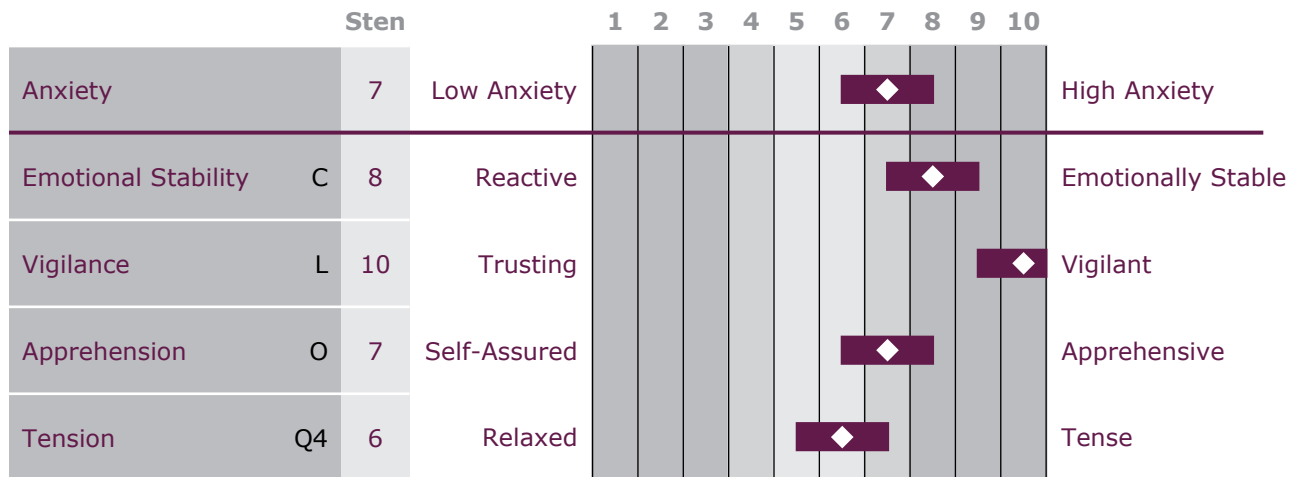
### Degree of Focus

Mr. Engineer reports an abstracted thinking style. He is likely to be imaginative, interested in ideas, theoretically oriented and may often see an overview or interconnection of issues. Some of this thinking may be based on factual information and detail, and on things that are tangible and practical. He may be encouraged to think in a grounded, practical manner by his observance of rules and regulations, his thorough, organized approach, and tendency to be cautious.



## Management of Pressure

### Anxiety



Management of Pressure concerns the characteristic ways in which an individual experiences and copes with stress. It focuses on four areas: how calmly the individual deals with life's demands; how trusting they are of other people; their level of self-criticism and their physical tension. It is important to note that an individual's profile on this scale may be based on general state of mind, or it could reflect what is going on in their life when they complete the questionnaire.

### Overview

At a broad level, Mr. Engineer's Management of Pressure style can be described as follows:

He sees himself as stressed and worried more often than most. This may be due to his characteristic levels of tension, or it may be a reaction to current conditions.

In more detail, Mr. Engineer's style is characterized by:

- A strong likelihood to deal calmly with life's demands.
- A tendency to believe that other people will try to take advantage of him.
- A tendency toward self-criticism and blame.
- Typical levels of physical tension.



## Management of Pressure: In-Depth Interpretation

### General Level of Anxiety

Although Mr. Engineer sees himself as inclined to worry, he is likely to be resilient and feel able to cope with life's demands, seeing frustration and setbacks as a normal part of life. He is unlikely to respond with a display of negative emotion when things go wrong, and may come across to others as calm and unflappable. He prefers to control the influence of emotions on his behavior and focus on practical facets of life in his relationships. Mr. Engineer presents himself as someone who is likely to be driven and results-focused, while keeping his tension levels under control.

### Sources of Anxiety

Mr. Engineer will tend to assume that most people have hidden agendas, and will spend time and energy trying to work out their motives. His tendency to read between the lines implies that he will be difficult to fool, but this could also lead him to doubt an individual's sincerity when there is little reason. As a result, he will be alert to potential unfairness and will expect to be misunderstood, and this wariness and distrust is likely to come across to others. However, this distrust of others is not likely to be too detrimental to his ability to cope with life's demands.

### Self-Criticism and Self-Assurance

Mr. Engineer is likely to be self-critical at times. When things go wrong, he will tend to focus on what he could have done to prevent the situation, or to have made things better. He may set high standards for himself. It is likely that when he criticizes himself and feels at fault he will still manage to cope with the situation, and that he will be proactive in solving the problem or developing strategies to prevent similar problems happening in the future.

### Expression of Stress

When Mr. Engineer does experience tension, it is likely that he will still manage to feel in control and not allow it to consume him. Other people are likely to provoke Mr. Engineer's impatience and irritation, as he tends not to trust them.

### Coping Strategies

Although Mr. Engineer indicates that he currently feels in control of life's demands, it may be helpful to discuss with him whether there are occasions when this is not the case and how he copes when this happens. His preference for solving problems on his own rather than seeking the counsel of others means that he probably feels capable of solving problems independently.



## Strengths

The following suggestions are based on Mr. Engineer's scores on his individual Primary Factors. They are not intended to be exhaustive; he may demonstrate many more strengths. In addition, it should be remembered that they are based solely on personality and do not take into account his abilities, skills, knowledge and experience. Since they are not tailored to his particular role or situation, they may not all be relevant. A comprehensive view of his strengths should consider other factors as well as personality and should be appropriate for his role or development path.

### Relating to Others

- Mr. Engineer's desire to remain detached and objective, even in emotional situations, is likely to help him pursue ideas that may be unpopular; he may be perceived as independent, perhaps even as single-minded.
- His preference for focusing on a few friendships and his careful, serious attitude mean that he will probably be seen as steady and reliable.
- His typical level of social confidence implies that he will probably manage most social situations without feeling intimidated.
- He is unlikely to place himself in a difficult position by revealing personal information inappropriately, and may even be quite shrewd in the way that he manages his public image. However, he is also likely to have some trusted people with whom he can share issues and problems when he needs.
- He is likely to be self-sufficient and independent, comfortable working and making decisions on his own.

### Influence and Collaboration

- Mr. Engineer's comfort with expressing his views is usually likely to come across as assertive rather than domineering. He probably experiences few difficulties in making himself heard and in getting others to take his ideas seriously.
- It is likely that there are a range of situations in which he feels confident in his beliefs and in expressing his views. Since he is likely to spend some time noticing how other people react and feel, he may have a good idea as to what upsets and offends others. This is likely to help him work out in advance how his own opinions are likely to be received.
- It will probably be difficult to influence and mislead him, as he will look beneath the surface meaning of what people are saying. If this tendency is used carefully and strategically he is likely to be shrewd and astute in his evaluation of people's views.
- He is likely to react positively to new ideas and ways of doing things, without feeling the need to make change for its own sake.

### Thinking Style

- Mr. Engineer's tendency to focus on the task rather than on people implies that he may be able to make tough decisions without fear of being unpopular.
- His inclination to emphasize the objective, logical aspects of a situation implies that his reasoning is likely to be obvious and transparent to others; this may be of benefit in situations where tough decisions need to be made and communicated.
- In addition, this objective orientation is likely to be helpful in crisis situations, as he is unlikely to allow his feelings to interfere with his analysis and actions.
- His tendency to attend to both abstract ideas and practical matters implies that he will be able to see the bigger picture, while still maintaining a focus on how such ideas can be translated into action.



- Since he balances an interest in new ideas and change with an ability to see what currently works well in an existing situation, he is likely to neither seek change for its own sake, nor to adhere rigidly to the status quo.
- The extent to which he embraces or rejects change is likely to depend on an objective and rational assessment of its positive and negative aspects, and this thinking is likely to be obvious and clear to others.

## Structure and Flexibility

- Mr. Engineer is likely to strive to achieve high standards, working toward expectations placed on him in a dutiful and responsible manner.
- He is likely to feel that observing standard operating procedures and adhering to guidelines is important. This style means that it is unlikely that he will disregard rules or regulations relating to externally sanctioned standards, such as those involving quality or safety.
- Mr. Engineer is likely to operate in a systematic, thorough and organized manner, and will be unlikely to leave things to chance.
- Driven to achieve high personal standards, he is likely to make efforts to plan his work thoroughly and to be personally organized.
- Preferring to think things through carefully before acting, he is unlikely to act in an impulsive or carefree manner, or to take unnecessary risks.
- Tending to look at the wider ramifications of situations or information, he may at times generate insightful ideas, or make associations between disparate strands of information.
- Very organized, responsible and thorough, he is likely to be seen as reliable, and will consistently complete tasks and strive to continually achieve and maintain high standards.
- Dutiful, motivated to plan ahead, and keen to maintain high standards, he is likely to think through the planning and organization implications of his long-range ideas.

## Management of Pressure

- Mr. Engineer is likely to take most problems and challenges in his stride, dealing with difficult situations with a positive and resilient approach; he is likely to keep setbacks in perspective. He is unlikely to lose a sense of proportion about the problems he faces, and will probably take proactive steps when addressing his difficulties.
- He reports a healthy balance between being reasonably self-assured, and being open-minded about learning from feedback. He is therefore likely to take responsibility for his mistakes, and will potentially learn from such mistakes.
- He generally feels that he has enough time available to meet his responsibilities, although he may sometimes demonstrate impatience and a sense of time urgency. He is likely to set about his activities with energy and drive, but this drive will not typically manifest itself as frantic, unfocused, rushing behavior.
- His tendency to keep people at arm's length until he has gotten to know them better is likely to serve him well in political environments where people are not being open with him about their true agendas. It is unlikely that he will allow others to take advantage of him. His tendency to question the motives behind what others say and do may make it more likely that he will be able to read between the lines of others' actions, and to identify hidden agendas.
- Because he is unlikely to discuss his current problems or concerns with other people, preferring instead to keep this information to himself, Mr. Engineer may be perceived by others as being able to cope with pressure well. He may therefore be seen by those around him as independent, resilient and self-sufficient, even during stressful or challenging times.



- His personally organized nature, combined with his tendency to worry about making mistakes, and his self-doubt imply that Mr. Engineer will work to ensure that he does everything to a very high standard. This approach will tend to lead to a high level of thoroughness and conscientiousness in the way he carries out his responsibilities.
- Mr. Engineer may worry about the consequences of bypassing or breaking rules or established guidelines. Therefore, he is unlikely to take unnecessary risks, or to expediently flout regulations or accepted codes of conduct.
- Mr. Engineer's cautious nature means that he is unlikely to rush into making rash decisions. He will tend to think through, and worry about, the potential negative consequences of the decisions or actions he is considering.
- Given his tendency to avoid drawing attention to himself and his tendency to be self-critical at times, Mr. Engineer is unlikely to take on unnecessary risk, particularly in public.
- While Mr. Engineer may find that ambiguity and disorder cause him a degree of stress and worry, he is likely to cope with stress by being planful and self-disciplined. Imposing order and structure on his environment may help him feel that he is in control of the situation. He is likely, therefore, to be seen as organized, thorough and decisive.



## Development Tips

The following suggestions are based on Mr. Engineer's scores on his individual Primary Factors. They are not intended to be exhaustive; he may indicate other areas for development. In addition, it should be remembered that they are based solely on personality and do not take into account his abilities, skills, knowledge and experience. Since they are not tailored to his particular role or situation, they may not all be relevant. A comprehensive view of his development needs should consider other factors as well as personality and should be appropriate for his role or development path.

### Relating to Others

- Mr. Engineer's wish to remain emotionally detached means that he could find it hard to build relationships when he needs to. He could choose to manage this by selecting roles and settings where relationship-building is not required, or he may need to develop an awareness of the need to sometimes consider others.
- His cautious and careful nature could lead him to miss opportunities. He may benefit from realizing the advantages of a more spontaneous and light-hearted approach, especially in his social interactions.
- Mr. Engineer's strong desire to work independently is likely to make it difficult for him to operate within a group or team. His style may make other people feel that they have not been consulted, and he may miss out on valuable insights. It may help for him to consciously seek feedback, perhaps from people he particularly respects or values, or to realize the benefits of consulting on a wider basis, not just to gain alternative perspectives but also to help gain support for his ideas.
- He is likely to experience real difficulties if he is required to work with others in a team. His desire to work and make decisions independently, combined with his emotional detachment, imply that he is likely to be a withdrawn team member. Additionally, his cautious nature implies that he will tend to confine his input to pointing out the negative aspects of a given decision or course of action. He may find it beneficial to seek out roles and situations where he is able to work independently with a high level of autonomy, and where he has plenty of time to make decisions.

### Influence and Collaboration

- There may be occasions when he lacks the confidence to express his views. It may be helpful for him to consider which situations make him feel and behave this way, and to think of how he might develop and improve his confidence.
- His tendency to assume that everyone has a hidden agenda could make him defensive and suspicious. He may automatically assume that people are always trying to get the better of him. This could lead him to reject opinions and views irrespective of their merit. He may find it helpful to separate what people are saying from his opinion of them, and to try to see the merits, as well as problems, in people's views.

### Thinking Style

- By focusing so clearly on tasks rather than people, Mr. Engineer could ignore how decisions impact on others and risk losing their cooperation and understanding. He may find it helpful to consider ways of communicating decisions or managing their impact so that he does not alienate others.
- His objective and logical approach to decision-making may lead him to downplay his own feelings as well as other people's, and he may find it difficult to deal with more emotional people, or to understand their reactions. It may help him to identify and experience his own feelings and those of others in order to better comprehend how and why people may be affected by his decisions.



- Although he may be good at making difficult decisions, he may be surprised and bemused if he meets with a strong emotional reaction, and his tough, uncompromising stance may make it hard for him to manage people's behavior and get what he needs from them. It may help him to develop the way he communicates decisions and minimizes their impact on others, for his own benefit as well as theirs.

## Structure and Flexibility

- In situations where standard operating procedures are unlikely to apply, Mr. Engineer may benefit from considering taking more flexible or expedient routes to reach his objective.
- When operating within ambiguous parameters, or under conditions of ongoing change, Mr. Engineer may benefit from taking a more flexible approach to the way he plans and manages his work.
- On occasions Mr. Engineer's cautious approach may mean that he misses out on opportunities or talks himself out of taking action, focusing on negative outcomes. He may benefit from focusing on the potential positive outcomes of a course of action, accepting that no solution will be perfect. He should not allow the mere existence of possible problems to prevent him from taking action.
- There could be times when he becomes lost in his own thoughts and ideas, or when he fails to take into account the practical limitations of implementing his ideas. He may occasionally have difficulty keeping his focus on the here and now. Where this is the case, he may need to exercise greater self-discipline to bring his full concentration to the present situation.
- Highly structured and self-disciplined, he may feel less comfortable in ambiguous or constantly changing circumstances. His thorough approach to planning and organizing may lead others to see him at times as inflexible or overly risk averse. He may benefit from reminding himself that many decisions and actions can still be highly effective if they are mostly right, rather than completely right.
- Given his highly structured and organized approach, other people could at times find him rather inflexible and slow to acknowledge or react to changing circumstances that do not fit with his ideas. Where this is the case, he may find that he can further improve his effectiveness by accepting that his plans will sometimes need to be modified due to changing circumstances, and by being more flexible in the way he responds to immediate, tangible problems.

## Management of Pressure

- Mr. Engineer probably feels more able to cope with life's demands than most, so it may help him to understand that during challenging times, those around him may be experiencing more difficulties in coping than he is himself. Where this is the case, it may be helpful for him to remain conscious of the need to demonstrate concern and support for others, even when he himself does not feel that he needs a similar level of support. If he does not, others may feel that he is not sensitive or sympathetic to the difficulties they are experiencing, or that he is not taking the situation seriously enough.
- Compared to most people, Mr. Engineer reports typical levels of self-confidence and self-assurance. It may be helpful for him to identify times when he is attributing his successes and failures to himself or to external factors. By considering how appropriate these attributions are, he could strike the right balance between maintaining a positive self-esteem while remaining realistic about his strengths and development needs.



- He is more likely than most people to assume that others have hidden agendas, and that they should not be trusted readily. He may find it helpful to understand how his tendency to distrust people could act as a barrier, preventing others from getting to know him. Other people may see him as relatively unapproachable, and as someone who tends to keep people at arm's length. He may also find it hard to get from people what he needs if he does not trust people enough to form working relationships. In addition, he could run the risk of creating a situation where people conform to his worst expectations. He may find it beneficial to lower his guard and perhaps take a more evidence-based approach to deciding whether people are trustworthy.
- His scores indicate a private and self-contained person who prefers to keep his distance from others, and who likes to operate in a more independent manner than most people. During difficult or challenging times he may benefit from being more willing to let others know that he is experiencing difficulties, without compromising his own privacy. Otherwise people may remain unaware that he is going through a difficult time, and therefore be less likely to offer their assistance.
- When he is feeling worried or under pressure, he is less likely than most people to feel that he has support available to him from a wide network of friends and colleagues. He spends less time and effort building and maintaining close friendships than most other people. As a result, he is less likely to have a well-developed social support network. It may be helpful for him to engage in building closer relationships with others, so that during difficult times he can seek support from friends and colleagues. He may find that more support is available from these people than he realizes.
- Mr. Engineer tends to doubt himself. He may manage the things that make him worry, and try to avoid criticism by working very hard to ensure that his activities are thoroughly planned, checked, and double-checked. However, this may make him spend more time and effort on tasks than they actually warrant, and he may sacrifice his leisure time to deliver results of a considerably higher standard than was required or expected. By worrying less, particularly about finer details or less important responsibilities, he may find that he spends less time on each task, allowing him to balance his leisure activities with work demands while still meeting the expected standard of delivery.
- Mr. Engineer tends to worry about the consequences of breaking rules or ignoring established guidelines; this means that he may sometimes put his needs or opinions to one side so that he can conform to externally defined expectations and ways of operating. He might find it helpful to try to be more conscious of the basis upon which he behaves. Considering whether his actions are based on a conscious decision, or because he feels that others expect him to behave in this way, may provide some insight.



## Feedback Prompts

The following questions are suggested prompts for a feedback interview with Mr. Engineer. They are based on his scores on individual Primary Factors. The list of questions is not intended to be exhaustive; there are many more questions that may be asked in addition to these. For example, the narrative section presents a number of hypotheses that you may wish to explore with Mr. Engineer. Some of the questions may be more suitable than others for your interview; they are presented here as a list of suggestions from which you can choose. Please note that the feedback prompts are not the same as structured interview questions for recruitment situations; for the latter, you will need to consider how each 16PF factor relates to the requirements of the role in question.

## Relating to Others

### Warmth



- When have you needed to build harmony and positive feeling between yourself and others?
- When do you find detachment beneficial?
- How do you manage emotionally charged situations?

Notes

### Liveliness



- Are there any people or situations that make you feel comfortable in being spontaneous?
- What, if anything, makes you feel exuberant or light-hearted?
- Have you ever been in a situation where you have been required to be gregarious and talkative?
- What advantages and disadvantages are there in being less lively?

Notes







Group-Oriented

Self-Reliant

- |       |
|-------|
| Notes |
|-------|



## Dominance

Deferential

Dominant

- In which situations would you like to influence others?
- Do you feel you are able to influence others successfully?
- When are you most likely to express your opinions?

Notes

Shy Socially Bold

- How do you feel if your ideas are criticized?
- How do you feel when presenting your ideas to a group?
- What kind of situations do you find threatening?



Trusting

Vigilant

- Notes

Traditional

Open to Change

- Notes



## Warmth

- Has your detached approach ever caused difficulties for you?
- Are there any decision-making situations where you are more likely to consider the feelings of others?
- What are the advantages and disadvantages of a detached approach?

Notes

## Sensitivity

- What decisions are you responsible for at work?
- Are there times when you need to take account of feelings rather than facts in decision-making?
- When was the last time you had to make a tough decision? What kind of information did you take into account?

Notes



A horizontal bar divided into 12 segments. The leftmost segment is white and labeled 'Grounded'. The next 5 segments are dark gray, followed by 2 light gray segments, then a central white segment containing a dark gray diamond icon. This is followed by 2 light gray segments, 5 dark gray segments, and a final white segment on the right labeled 'Abstracted'.

- |       |
|-------|
| Notes |
|-------|

Traditional

Open to Change

- Notes



## Liveliness

- When have you had to make quick decisions? How did you feel about that?
- Have there been times when you have not made a decision early enough or have failed to grasp an opportunity because you were too busy thinking it over?
- How do you feel about fast-paced and varied work schedules?

Notes
-------

[illegible]

- Are there circumstances under which you would break or bend a rule?
- What set rules do you have to follow or uphold at work?
- Are there disadvantages in following rules carefully?

Notes
-------



A horizontal bar divided into 12 segments. The first segment is white and labeled 'Grounded'. The next 5 segments are dark gray. The 7th segment is white and contains a dark gray diamond icon. The next 5 segments are dark gray. The final segment is white and labeled 'Abstracted'.

- Notes

Tolerates Disorder

Perfectionistic

- Notes



## Emotional Stability

- When is your calmness an advantage to you or others?
- When is it a disadvantage?
- What would make you feel out of control, or dissatisfied with life?

Notes

- To what extent is it necessary to look for hidden or political agendas in your current role?
- How does this help you influence and negotiate?
- How do you manage situations where you need to trust people to achieve your objectives?
- Does the tendency to be on your guard cause you worry?

Notes



A horizontal bar chart with a scale from 0 to 100. The left end is labeled 'Self-Assured' and the right end is labeled 'Apprehensive'. The bar is divided into 10 equal segments. The first 5 segments are dark grey, and the next 5 segments are light grey. A dark grey rectangle with a white diamond in the center is positioned over the 5th segment, indicating a score of 50%.

- Notes

Relaxed

Diamond

Tense

- Notes



## Response Style Indices

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

## Reasoning



- How did you find the reasoning questions at the end of the test? Do you need to do any reasoning tasks like this in your work or hobbies?

Notes



## Item Summary

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

## Item Responses

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

## Summary Statistics

Number of a-responses	= 81 out of 170 (48%)
Number of b-responses	= 8 out of 170 (5%)
Number of c-responses	= 81 out of 170 (48%)
Number of missing responses	= 0 out of 185 (0%)

Factor	A	B	C	E	F	G	H	I	L	M	N	O	Q1	Q2	Q3	Q4	IM	IN	AC
Raw Scores	5	15	20	10	2	22	4	4	20	13	17	15	21	20	18	13	12	0	59
Missing Items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		

This report was processed using 16PF Fifth Edition Questionnaire combined-sex norms. OSP (2.1)



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# Candidate Feedback

**Ernest Engineer**

February 6, 2014

**CONFIDENTIAL**



## Introduction

All information in this report is confidential, and intended only for the person who completed the questionnaire.

This report contains an interpretation of your responses to the 16PF questionnaire that you completed recently. The purpose of the report is to give you meaningful feedback about your results.

Your responses have been compared with those of a large number of people who have also taken the questionnaire. The statements about you therefore summarize how you answered the questions, but they also reflect how people who responded in similar ways have described themselves.

Please note:

- The results are based on your own description of your personality and behavior, which may not necessarily reflect how other people would describe you.
- The report describes your likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about your abilities.
- There are no absolute rights or wrongs in personality - each style has its advantages and disadvantages, although some temperaments may suit some activities, jobs or interests better than others.
- Results of psychometric questionnaires like this one enable a good prediction of how people will behave in a variety of situations.

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

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



## Candidate Feedback

### Relating to Others

You see yourself as someone who prefers to maintain a professional rather than personal relationship with others. You are likely to be selective, only developing closer relationships with those you find most interesting. You are likely to be cautious and restrained, preferring to consider your speech and actions carefully. People are likely to see you as serious because of your desire to avoid saying or doing something that you would regret. You may find many social situations uncomfortable, in particular those where you are trying hard to make a good impression. In these settings you could come across as withdrawn and shy, and will be sensitive to what others think. In situations where you have previous experience, or where you are surer of your role, you may feel less threatened and may appear more confident. You see yourself as quite private and discreet, preferring to withhold personal information. In many situations you will avoid sharing your personal feelings or thoughts, confining these to people to whom you feel close, or who you trust. You are likely to value the freedom to think and act independently. You probably seek to make decisions on your own, and enjoy having responsibility for yourself. This will be a distinct advantage in situations where you have to work alone, or where swift, decisive action is required.

### Influence and Collaboration

You appear to be relatively agreeable and accommodating, and will generally seek to cooperate with the wishes of others. Your generally compliant behavior may mean that you find it difficult to confront others or to express contrary opinions. You may find it relatively uncomfortable to directly state your opinions or to attempt to influence others. As a result you may only do this in situations where the matter under discussion is an area of your expertise, where you feel particularly strongly, or when you are among people you know well. You are likely to question the motives of others and will seek to uncover their real intentions, which implies that it will be difficult for them to take advantage of you. As you will seek to understand people's ulterior motives, it will take a long time to win your trust or to influence you. You will probably be seen as skeptical, and your low level of trust is likely to be reciprocated by others. You prefer to examine ways in which the present situation can be improved, rather than sticking to what is tried and tested. You might be happy to challenge the status quo, although in some situations you could prefer to work with what has been previously well established.

### Thinking Style

You see yourself as someone who is detached; for you, reaching the right answer may be prioritized over attending to the feelings of others. You will tend to pursue your ideas even in the face of disapproval or rejection, as you may be more concerned with being right than being popular. You are likely to be logical and objective in your decision-making. You probably avoid allowing your emotions to interfere with your thinking, and find it easy to make unsentimental decisions. However, you probably find it difficult to understand or deal with emotionally charged individuals or situations, as these do not fit with your logical approach to the world. You may be generally interested in abstract theories and possibilities. You will prefer to take a broad, future-focused view of problems. You may find it easy to look for links between facts or concepts, but it may be more difficult for you to focus on immediate practicalities.

You prefer to examine ways in which the current situation could be improved, rather than sticking to what is tried and tested. You probably find it enjoyable to look at the world in new ways, and may find it more difficult to consistently implement established procedures. Your responses to the reasoning questions indicate that you are likely to be at ease with problems that involve abstract reasoning and conceptual thinking.



## Structure and Flexibility

You see yourself as reflective and deliberate. You tend to consider the various aspects of a decision before committing, and strive to anticipate - and therefore avoid - potential risks. You are likely to be seen as methodical, with a desire to focus on a subject in depth; however you could feel uncomfortable if you have to think quickly and spontaneously. You will probably place a high value on society's rules, norms and expectations, and could act as their custodian, upholding standards and respecting authority. You are unlikely to ever break rules, seeking instead to change those that you consider unfair. You prefer to take a broader view, turning your thoughts to the possibilities or implications of a situation. You will be most comfortable in situations where this is important. You may be less comfortable when you have to focus on immediate practicalities, and will tend to do so only after you have considered a broader perspective. You are likely to be organized. You are probably most happy in situations where you can see what needs to be done and are given the opportunity to plan ahead. You probably cope with shifting circumstances by careful planning, although you may sometimes be seen as inflexible because of your need to achieve high standards.

## Management of Pressure

You see yourself as able to cope with the obstacles that you encounter in life. You are unlikely to respond emotionally to the ups and downs in your life, and will be seen as mature and calm. However, you may not be willing to admit to yourself that you are affected emotionally by events, and others may see this calm approach as a lack of engagement. You question the motives of others, and will spend a great deal of time and energy considering the causes of their actions. As a result you will be alert to potential unfairness or attempts to take advantage of you, but you will possibly be seen as distrustful or wary by others. You may be relatively self-critical, and will often feel that your work is not as good as it could be. You will set yourself high personal standards and may only accept positive feedback from specific people or in particular situations. You are likely to be relaxed at times, feeling calm and patient, although in some situations you will feel more tense and driven to act. You may wish to consider what situations or people would make you feel more impatient.



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# Manager Feedback

**Ernest Engineer**

February 6, 2014

**CONFIDENTIAL**



## Introduction

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

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

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

It is important to consider that:

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

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

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



## Manager Feedback

### Relating to Others

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

### Influence and Collaboration

Mr. Engineer is relatively agreeable and accommodating and will generally seek to cooperate with the wishes of others. His generally compliant behavior may mean that he finds it difficult to confront others or to express contrary opinions. He may find it uncomfortable to directly state his opinions or to attempt to influence others. As a result he may only do this in matters that are areas of his expertise, where he feels particularly strongly, or when he is among people he knows well. Mr. Engineer is likely to question the motives of others and will seek to uncover their real intentions, which implies that it will be difficult for them to take advantage of him. As he will seek to understand people's ulterior motives, it will take a long time to win his trust or to influence him. He will probably be seen as skeptical, and his low level of trust is likely to be reciprocated by others. He prefers to examine ways in which the present situation can be improved, rather than sticking to what is tried and tested. He might be happy to challenge the status quo, although in some situations he could prefer to work with what has been previously well established.

### Thinking Style

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

He will prefer to examine ways in which the current situation could be improved, rather than sticking to what is tried and tested. He will find it enjoyable to look at the world in new ways, and may find it more difficult to consistently implement established procedures. His responses to the reasoning questions indicate that he is likely to be at ease with problems that involve abstract reasoning and conceptual thinking.



## Structure and Flexibility

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

## Management of Pressure

Mr. Engineer sees himself as able to cope with the obstacles that he encounters in life. He is unlikely to respond with a negative display of emotion to the ups and downs in his life, and will be seen as mature and calm. However, he is probably unwilling to admit to himself that he is affected emotionally by events, and others may see this calm approach as a lack of engagement. He questions the motives of others, and will spend a great deal of time and energy considering the causes of their actions. As a result he will be alert to potential unfairness or attempts to take advantage of him, but he will possibly be seen as distrustful or wary by others. Mr. Engineer may be relatively self-critical, and will often feel that his work is not as good as it could be. He will set himself high personal standards and may only accept positive feedback from specific people or in particular situations. He is likely to be relaxed at times, feeling calm and patient, although in some situations he will feel more tense and driven to act. He may wish to consider which situations or people would make him feel more impatient.



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