

16pf[®] Competency Report

Ella Explorer | August 27, 2018 | Confidential



Core Personality Insights

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Introduction

Overview of the 16pf

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

Overview of the 16pf Competency Report

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

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

For each competency, this report provides: a fit score, interview questions, and development tips.

Use of the Report

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

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

Keep these points in mind when using this report:

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

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

Structure of the Report

The 16pf Competency Report comprises the following sections:

Response Style Indices

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

Norm Group

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

Overall Summary

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

Competency Results

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

▶ Overview of the Competency

▶ Indicators

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

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

▶ Development Tips

Development tips based on the respondent's profile on the competency.

▶ Interview Questions

This section offers a competency-based interview guide. Two standard interview questions are presented for all respondents in each competency. Below the standard questions are probing questions that vary according to the respondent's 16pf profile. These questions allow interviewers to explore areas where the respondent may need to compensate for a potential gap between their 16pf profile and the competency requirements.

Competency Definitions

This section presents definitions of all 20 competencies for reference.

Response Style Indices

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



Impression Management

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



Acquiescence

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



Infrequency

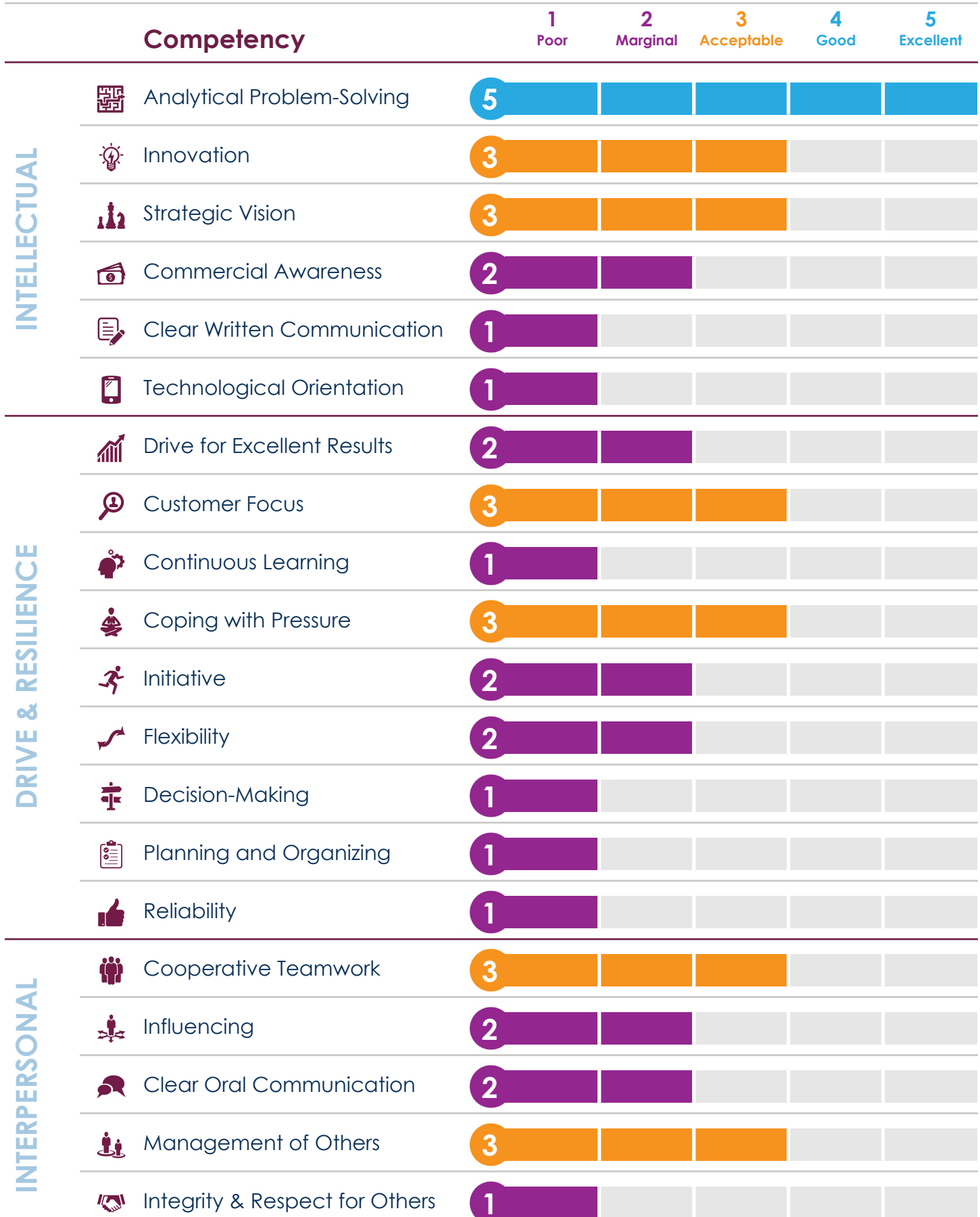
This individual has endorsed most items in a way that is similar to other people; it is unlikely that they have responded randomly.

Norm Group



▶ US General Population

Overall Summary



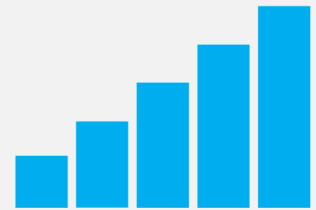


Analytical Problem Solving

Intellectual

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

Results: Excellent Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella is likely to balance a logical, objective approach to data with a subjective evaluation of other factors, such as the feelings of others.
- + Ella may be inclined to analyze data and solve problems in a cautious, considered way.
- + When solving problems, Ella is likely to consider the broader context of the issue, likely implications and related issues.

Development Tips

Ella's balanced approach to problem-solving may be less well suited to problems that require a particularly logical and analytical mindset. When addressing this type of problem Ella should try to give more weight to what their head is telling them than to what their heart is telling them, so that Ella can maintain an objective and dispassionate stance. Within a business context, Ella may find it easier to justify and explain their more objective decisions than more subjective decisions.

Ella's cautious approach may involve taking too much time during analysis, which could be a problem if Ella is required to analyze a lot of information in a short time. Ella should practice working quickly with data, perhaps structuring the available time to dedicate enough attention to the various parts of a problem.

Ella's tendency to focus on the broader view may result in Ella missing crucial details or inconsistencies. This person may need to set some time aside to review the details after generating initial conclusions.

Interview Questions | Analytical Problem Solving

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?
- ▶ Could this problem have been solved more quickly?
- ▶ 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?



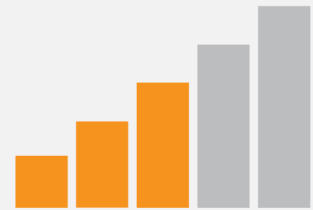
Innovation

Intellectual

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

Results: Acceptable Fit

3



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella prefers stability and established work styles. This person is less likely to question how things are done.
- + Ella is oriented towards using imagination, attending to and developing theories and ideas.
- Ella is likely to appear cautious and thoughtful. This individual prefers to think ideas through thoroughly and methodically before sharing them with others, and avoids taking risks.
- Ella's attitude towards rules will allow this person to accept standard procedures and practices and abide by them where necessary, but not adhere to them so rigidly that Ella will dismiss necessary changes.
- + Ella prefers to operate without plans or detailed preparation. This individual is comfortable changing direction, and will avoid worrying about the details of future plans.

Development Tips

Being more comfortable with well-established ways of doing things, Ella is more likely to make small adjustments to current processes rather than embracing a truly novel approach. When other people share their ideas this person may appear resistant - particularly where the current system appears to be doing what is required of it. Ella might consider spending more time with those radical thinkers, encouraging them to share their ideas in full before anyone (including Ella) evaluates them.

Ella's abstract thinking style means their 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 Ella to explain how the ideas will be implemented and what practical benefits they will bring to the organization.

Ella is naturally cautious and will probably be slow to share ideas with others, although this should mean those Ella does share are well-considered. Overcoming this will help this individual contribute more to establishing an environment that breeds and encourages creativity.

Ella will need to be aware that many people do not share the same tolerance for disorder. While Ella may believe it encourages creativity, it probably will be necessary to take a more planned approach to see ideas transformed into reality.

Interview Questions | Innovation

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?

- ▶ What role did you play in creating new ideas?
- ▶ What was the impact of your involvement at a practical level?
- ▶ What did you do to convey energy and enthusiasm for your ideas?
- ▶ How did you decide what changes would and wouldn't be acceptable with regard to existing procedures or guidelines?
- ▶ How did you set goals and make plans?

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

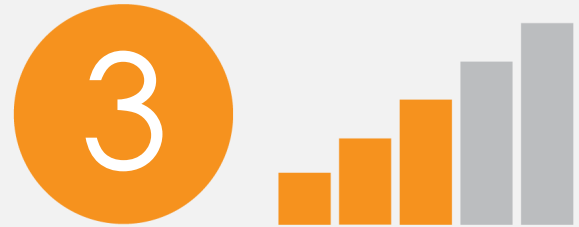
- ▶ Where did this idea originate?
- ▶ What practical considerations did you address?
- ▶ How did you set your ideas in motion?
- ▶ How did you align the new and the established work styles?
- ▶ How did you monitor quality?

Strategic Vision

Intellectual

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

Results: Acceptable Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- +** Ella is inclined to think about strategic concerns. This person is comfortable making connections and visualizing possibilities, which should allow thinking at a broad level.
- Ella's preference is to maintain the status quo and rely on tried and tested methods. This individual is likely to feel uncomfortable in an unfamiliar and constantly changing environment.

Development Tips

At its most extreme, Ella's preference for abstract thinking could mean this individual overlooks some of the practical issues that need to be included in the development of an effective strategy. Ella 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 on their own.

A preference for stability suggests Ella will be dependent on what has worked in the past when creating or contributing to strategy. Once the plan is in place, this individual is unlikely to welcome significant changes. Ella could develop skills in this area by discussing and thinking about how the needs of the organization will change over the coming years. Taking a longer term view will allow Ella to generate ideas for gradual change to prepare the organization, thus reducing the need for sudden changes of plan.

Interview Questions | Strategic Vision

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?
- ▶ How did you develop ideas for responding to future organizational/departmental requirements?

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?
- ▶ What changes did you implement to adapt to the challenge?

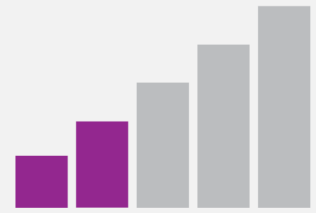


Commercial Awareness

Intellectual

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

Results: Marginal Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella 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

When it comes to achieving commercial objectives, it may be beneficial for Ella to exert more influence and provide more direction to others. This individual may find it useful to consider what holds them back from being more direct in the way they attempt to influence others on commercial matters. Considering the commercial benefits in these situations may encourage Ella to be more assertive and direct.

Interview Questions | Commercial Awareness

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.

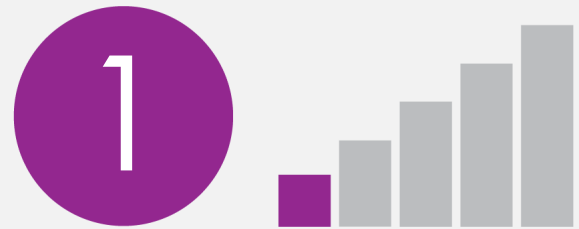
- ▶ How did you influence others to contribute to the organization's commercial success?

Clear Written Communication

Intellectual

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

Results: Poor Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella is likely to use both imaginative, subjective information and factual data in communication.
- Ella's style of communication is likely to balance the expression of this person's individuality with adherence to the standard ways of creating written documents.
- A casual, spontaneous approach is likely to appeal to Ella rather than planning written communication in detail.

Development Tips

To ensure that this individual is understood by a diverse audience, Ella should ensure that they take a logical and well structured approach to working. From time to time, Ella may wish to enlist the assistance of a colleague, who they feel demonstrates a strong ability to communicate in writing in a highly logical and structured way, so that this colleague can review Ella's work and provide constructive feedback.

Ella's written communication will probably reflect a preference for a less structured approach. As a result, readers may have difficulty following this individual's argument. Ella's writing will probably benefit from a more planned approach. Rather than rushing into it, Ella could start by noting down the objectives and the most important points, then planning the order in which to communicate each, and considering which style the audience would most appreciate. This should help Ella create a concise piece of writing that achieves its purpose.

Interview Questions | Clear Written Communication

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?
- ▶ How did you structure and organize 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? What might have been regarded as unconventional in your approach?
- ▶ Tell me about the planning you did for this.

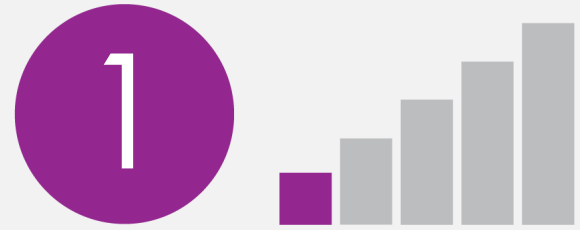


Technological Orientation

Intellectual

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

Results: Poor Fit



Indicators from the 16pf Questionnaire for Ella Explorer

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

Development Tips

While Ella is probably comfortable with the everyday use of familiar technology, this person is unlikely to embrace or promote new technology or applications. Ella might benefit from taking the initiative to find out about the benefits of these innovations to develop personal openness towards new applications of technology.

Interview Questions | Technological Orientation

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.

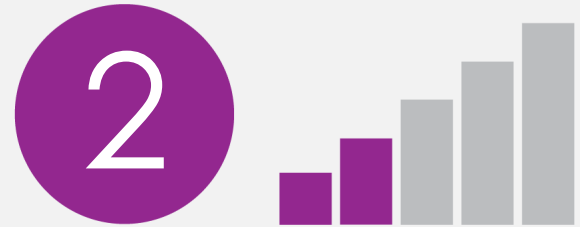
- ▶ What promising ideas for future improvements emerged from using this new technology?

Drive for Excellent Results

Drive & Resilience

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

Results: Marginal Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella may not consider it important to complete tasks in a well-structured and organized manner and is likely to place a lower value on quality than others.
- + Ella's cautious nature is likely to mean this person approaches tasks patiently and seriously, preferring not to rush into a decision.
- A sense of responsibility is likely to lead Ella to check the quality of work where appropriate.

Development Tips

In order to perform well and get the best out of everyone, Ella will probably need to take a more organized approach. Ella would benefit from setting clear objectives with deadlines - for personal use and for others if appropriate - and establishing clear standards for the quality of work that will be accepted.

In general, Ella's caution and focus will support their ability to drive results. However, this individual may find that occasional injections of energy will allow others to see how dedicated and committed they are to achieving great results.

Interview Questions | Drive for Excellent Results

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

- ▶ How did you organize yourself and ensure you persevered to achieve this within the deadline?
- ▶ What risks did you take?
- ▶ 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 inject a sense of urgency into this work?
- ▶ Who was responsible for achieving high quality - you or others?

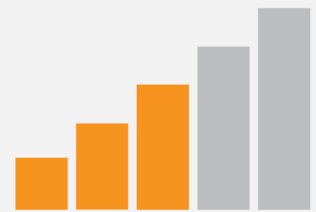
Customer Focus

Drive & Resilience

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

Results: **Acceptable Fit**

3



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella will probably want to have a moderate amount of personal contact with customers, and will show a general desire to support them.
- Customers may find this person's approach disorganized as they tend to be flexible rather than concerned about plans, details or following up on agreed activities.
- + Trust in others should lead customers to find Ella straightforward in dealings with them.

Development Tips

Ella may want to consider how much time and effort they invest in developing close, strong relationships with internal and external stakeholders. Investing more time and effort into further improving stakeholder relationships may assist in the achievement of this individual's business objectives. Benefits of improved relationships could include greater customer retention and loyalty, improved information flow, networking opportunities, sharing of expertise, greater cooperation, additional delegation opportunities and tapping into new resources. As a starting point, Ella could begin by focusing on one stakeholder relationship where they feel that there is room for further improvement, to see what benefits the enhanced relationship brings.

Ella has self-described as disorganized, unlikely to prepare in advance and likely to base the amount of care they give on their own assessment of the situation. If they were aware of it, many customers would view this approach negatively. It is also unlikely to contribute positively to a truly customer-focused culture in the larger team or organization. Ella might benefit from spending time talking to current and past customers, discussing their experience with the organization and considering the differences between successful and unsuccessful transactions.

Some customers may take advantage of Ella's trusting nature. This individual may need to be a little more aware of the customer's motivations, rather than expecting personal loyalty to be reciprocated in every case.

Interview Questions | Customer Focus

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

- ▶ Describe the relationship you had with your customer.
- ▶ How did your customer know what to expect?
- ▶ How did you establish that the customer had good intentions?

Tell me how you dealt with a challenging customer.

- ▶ What was more important, your own feelings or supporting this customer?
- ▶ What details and information did you record about this situation?
- ▶ In what way was the customer responsible for this challenge?

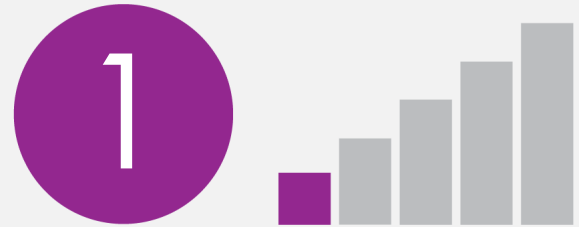


Continuous Learning

Drive & Resilience

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

Results: Poor Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- This person enjoys being in familiar situations where they know what is expected of them. Ella may not push into novel situations that will provide stretch or personal development.
- Ella is likely to take advantage of opportunities for development as they arise rather than planning learning activities in advance.
- Being generally confident in their ability, this individual is likely to be realistic about feedback and prepared to learn and develop in certain areas.
- With a typical level of social confidence, Ella is likely to cope as well as most people with constructive feedback or perceived criticism from others.

Development Tips

Ella may be slower than some people to take on significant challenges when it comes to learning and professional development. This person would be advised to question the reasons for any resistance, perhaps asking themselves what learning opportunities they will miss if failing to take advantage of the available opportunities.

People like Ella, who prefer a less planned approach to life, are unlikely to take a structured approach to their own learning and development. By instead taking a more flexible and emergent approach to learning, Ella is likely to achieve more with the available time and resources. This applies as much to identifying training needs and opportunities as it does to the act of learning itself.

This individual is reasonably open to feedback from others, although Ella could at times be more proactive in directly approaching others for feedback. By initiating this process of seeking out the views, guidance and experience of others, Ella may be able to gain a more comprehensive picture of their strengths and development needs. To achieve this, Ella should seek feedback from people who work with them in a range of situations.

Interview Questions | Continuous Learning

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

- ▶ Have you been in any completely new situations recently that have helped you keep up to date?
- ▶ Tell me about how you planned this development.
- ▶ 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 changes in your approach resulted from this?
- ▶ Which aspects of this were planned in advance?
- ▶ What prompted you to seek feedback?
- ▶ Tell me how criticism affects you.

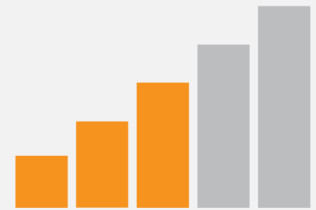


Coping with Pressure

Drive & Resilience

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

Results: Acceptable Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella has as much control over personal emotions as most people, and should feel able to cope with common setbacks and problems.
- This person is likely to be as confident in their own abilities as most people and therefore Ella is likely to accept personal responsibility for their actions.
- As socially confident as most people, Ella is probably inclined to face up to difficult interpersonal situations.

Development Tips

When facing unusually difficult situations, Ella may become disheartened, begin to get things slightly out of perspective and doubt their abilities. In these situations it may be beneficial for this individual to consider the coping strategies available to them. This could include breaking large challenges down into smaller, more manageable parts, delegating effectively and talking about their concerns to one or several trusted colleagues.

Interview Questions | Coping with Pressure

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?

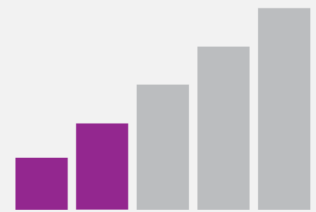
Tell me about a time when you had to deal with aggressive customers or colleagues.

- ▶ What feelings or emotions did you convey in this situation?
- ▶ How much responsibility did you take for this problem?
- ▶ Did you react with sensitivity or with a challenge to the other person?

Initiative Drive & Resilience

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

Results: Marginal Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella is likely to display as much activity and energy at work as most people.
- As self-assured as most people, Ella should usually feel secure about using initiative.
- Ella is generally consistent, but will occasionally allow their personal mood to affect productivity and achievement.
- Ella is as comfortable as most people when it comes to taking risks in social situations.
- Generally, Ella's preference is to stick to personal knowledge, and it is likely that this individual will contribute best in familiar roles and activities.
- Ella is likely to be as willing as most to take the initiative and express individual views about how goals should be achieved.

Development Tips

There may be times when Ella talks herself out of stepping forward and taking the initiative due to concerns about performing poorly in the new area. It may be valuable for Ella to remember that most learning comes from experiences that are outside of one's comfort zone and that inevitably involve a degree of risk and a step into the unknown. Sometimes not taking the initiative can in fact bring greater risk than taking the initiative and seizing opportunities.

Ella's profile suggests an unlikely tendency to question the way things are currently done or look for new ways of operating. This person could try talking to people above or below themselves in the organization to identify opportunities to make a difference.

Interview Questions | Initiative

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?
- ▶ What new approaches or changes did you try?
- ▶ 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?

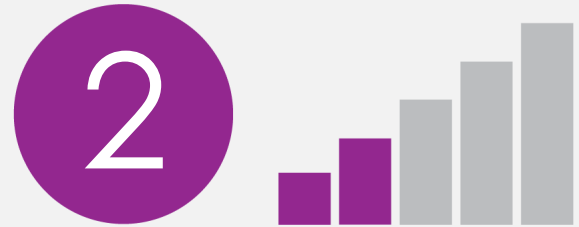
- ▶ What pace was appropriate to adopt?
- ▶ How did you know you were taking the right course of action?
- ▶ Did you experience any challenges or disappointments? In what way did this affect your work?
- ▶ How did you manage the risks in this situation?
- ▶ In this situation, what did you do that was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

Flexibility

Drive & Resilience

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

Results: Marginal Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- As a fairly traditional individual who values stability, Ella may find responding to change quite challenging.
- Ella generally feels able to cope with unexpected demands in a calm way.
- Generally respecting rules and procedures, Ella will adhere to convention unless new guidelines suggest it is necessary to make changes.
- + Ella is unlikely to plan far in advance and thus change is unlikely to disrupt personal plans.
- Ella tends to be cautious and will reflect before reacting.

Development Tips

Ella prefers work that is predictable and familiar, rather than an environment that requires adapting on a regular basis. In a job where this person is expected to adjust to changing processes or priorities, Ella may need to be faster and more positive when responding to requests. It may help if Ella can explain to others – especially in advance – a preference to understand more about the need for change and to have some warning when possible.

Ella is not naturally inclined to plan. While this helps this individual remain flexible, it may create its own challenges during times of change as they may lose track of work, timeframes or objectives. If Ella has taken the effort to plan, revising it could be frustrating and it could be tempting to abandon a plan altogether if the circumstances change significantly.

Being cautious and considered, Ella will probably take considerable time to think about the implications of any changes before committing to action. This person may need to make it clear that this is what they are doing, as others could assume they are simply resisting change. Similarly, once Ella has agreed to a suggested change, it may be necessary to convince people of personal commitment as they could mistake such seriousness for a lack of enthusiasm.

Interview Questions | Flexibility

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?
- ▶ How did you plan and organize this project?
- ▶ What did you do to stimulate enthusiasm for this change?

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

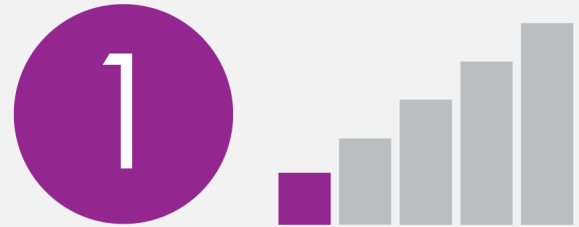
- ▶ What was your reaction to the need for change?
- ▶ What coping strategies did you adopt to deal with this situation?
- ▶ What standards did you have to adhere to or compromise in order to respond?
- ▶ Describe what steps you took in adapting your usual work plan to accommodate this change.
- ▶ How did you convey enthusiasm for this change?

Decision-Making

Drive & Resilience

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

Results: Poor Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella tends to incorporate both subjective and objective data in order to make a decision.
- Ella is probably as confident as most people in sharing opinions with others.
- Preferring to strike a balance between leading and being led, Ella should be comfortable taking on decision-making responsibility when appropriate.
- Ella's focus will be on insights and possibilities when making decisions.
- Making decisions either alone or with the support of others will be comfortable for this person.

Development Tips

Ella could improve their decision-making by ensuring that they remain detached and objective in their approach. When working on problems that require a quick, objective decision Ella may find that allowing their subjective impressions to enter the process will slow down the decision-making process. Ella could experiment with making more rapid, objective decisions relating to issues that are relatively low in importance to see if this produces better or worse outcomes. If this approach yields positive outcomes, they could then extend this logical, objective decision-making style to issues of higher importance.

Ella may spend too much time on analysis and speculation, generating or discussing options and ideas before making a decision. This person might improve their 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'.

Interview Questions | Decision-Making

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 much of this was done independently and how much with other people?

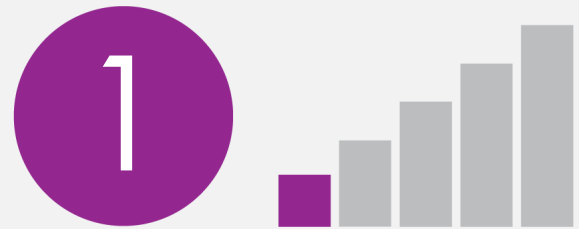


Planning & Organizing

Drive & Resilience

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

Results: Poor Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella is less concerned than the typical person about planning, and may not be effective at prioritizing tasks.
- Ella will be as conscientious as most people about incorporating standard procedures into personal plans.

Development Tips

Ella does not report being an organized person. Ella might benefit from formal training in planning to make the most efficient and effective use of time and resources. This person could also review their approach to recent work, focusing on management of costs, time, people and resources. This could also include an assessment of how well Ella anticipated and managed any risks or potential issues.

Interview Questions | Planning & Organizing

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

- ▶ How did you prioritize your work?
- ▶ 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?

- ▶ What did you do to communicate the plan to them?
- ▶ Did you encourage people to follow set procedures or do things their own way?

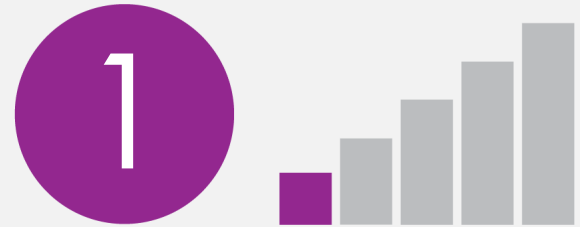


Reliability

Drive & Resilience

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

Results: Poor Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella will generally be consistent in behavior and follow the rules when necessary.
- Ella is less self-disciplined than most, perhaps appearing to be casual about some details and responsibilities.
- Prepared to follow other people's lead when necessary, Ella will also be capable of being autonomous when it comes to meeting commitments.

Development Tips

Ella will sometimes adapt rules or procedures in order to meet the end goal, which could actually lead to them being seen as less reliable. Ella should ensure that they gain clarity at the beginning of a project regarding what the room is for adapting processes in order to meet the end goal. Ella should keep stakeholders informed through explicit communication to ensure that expectations are being met.

Ella tends to allocate energy to different tasks depending on their personal views of priority, rather than believing that all jobs deserve the same degree of commitment. Ella's apparent lack of organization and preparation suggests that punctuality will not be one of a strength. Ella might benefit from allocating contingency time before meetings to allow proper preparation, or dealing with unforeseen circumstances. Ella could also use a similar approach if having had past problems meeting deadlines.

Interview Questions | Reliability

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 demonstrate persistence, planning and organization 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?
- ▶ What new or different approaches did you use to get through this?
- ▶ Did you comply or fight for what you wanted?

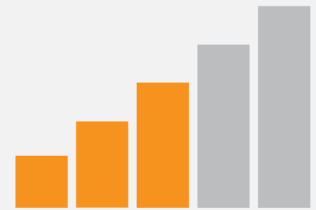


Cooperative Teamwork

Interpersonal

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

Results: Acceptable Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella is likely to prefer to strike a balance between having a sense of belonging to a team and retaining a sense of independence.
- With a typical level of concern and interest in others, Ella seems prepared to form close relationships at work.
- + Ella has a trusting attitude towards others and will be accepting of their different motivations, opinions and ideas.
- As someone who has typical levels of social confidence, Ella should be comfortable expressing ideas in a group.
- Ella has as much energy and drive as most people and is therefore likely to contribute a sense of urgency when appropriate.

Development Tips

Ella could further improve this aspect of their performance by seeking feedback from fellow team members on how well they feel they build supportive relationships, listen and understand their needs.

At their most trusting, some people with Ella's profile are easily manipulated by others. This can lose them the respect and trust of other colleagues, which can itself cause problems in the team.

Interview Questions | Cooperative Teamwork

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

- ▶ Did you prefer working independently of others or as a team member?
- ▶ Were you primarily friends or colleagues?
- ▶ How did you ensure that people didn't take advantage of you?
- ▶ Tell me how you provided others with feedback.
- ▶ How would others describe your energy levels and patience?

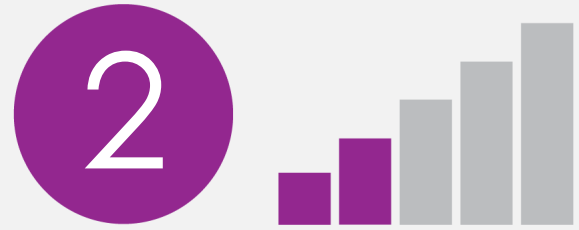
Give an example of when you have had to manage a difficult relationship at work.

- ▶ Did you solve this problem alone or with the support of others?
- ▶ In what way did you want to support this person?
- ▶ How did you become aware of the motives behind the other person's behavior?
- ▶ Could you have been tougher in this situation?
- ▶ How patient were you in resolving this issue?

Influencing Interpersonal

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

Results: Marginal Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella is as inclined as most people to attempt to influence others.
- Ella will generally appear socially confident and is as comfortable as most people being the center of attention.
- Ella is as unlikely as most to be hampered by feelings of self-doubt when attempting to influence others.
- As a tolerant and accepting person, this person may risk others taking advantage of them in negotiations.
- Ella will appear as open about personal thoughts and as politically astute as most people.

Development Tips

Ella tendency to trust others could mean being easily influenced by people who take a more complex or political approach. Ella could enhance their personal ability to influence by taking time to consider other people's agendas and motivations.

Interview Questions | Influencing

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?
- ▶ How confident do you think you appeared 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.

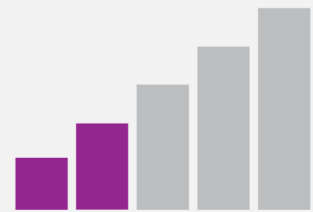
- ▶ How did you put forward your own needs and viewpoints, while ensuring that others' wishes were accommodated?
- ▶ Do you think you were more sensitive or more tough in this situation?
- ▶ How self-confident were you in this situation?
- ▶ How did you ensure you could trust people's intentions in this situation?
- ▶ Was it more important to be cautious about what you revealed or open with others in this situation?

Clear Oral Communication

Interpersonal

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

Results: Marginal Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella is generally self-assured and as comfortable as most when required to self-introduce in social settings.
- Public speaking and giving presentations should not worry Ella unduly. This individual will generally feel as confident as most people in these situations.
- Ella prefers to be in predictable situations, and may not enjoy responding and adapting the presentational style to new or unexpected demands.

Development Tips

Ella might consider what factors prevent them from communicating in a more confident and clear manner. In some situations, where Ella feels less confident, this could result in failure to fully engage their audience. To develop this area further, Ella may wish to proactively seek out feedback from key individuals with whom they regularly communicate, to establish whether the information Ella thinks that they have communicated is consistent with the message that the audience has received. In areas where Ella is eager to develop – such as when communicating outside their areas of experience or expertise – Ella should ensure that they prepare by considering their subject matter and the needs of the audience.

Ella may not adapt the style or content of communications to suit the situation or the needs of an audience, preferring instead to use the approach which is most comfortable. Ella might find it useful to seek style feedback from others in different contexts. Ella could also reflect on the differences in other people's styles and when each style might be most appropriate.

Interview Questions | Clear Oral Communication

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?
- ▶ How would you describe your level of confidence in this situation?
- ▶ How did you ensure that you were original and could respond creatively to unexpected demands?

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?



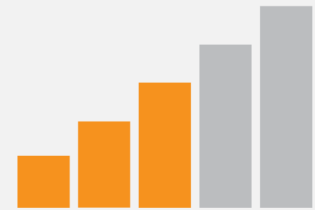
Management of Others

Interpersonal

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

Results: Acceptable Fit

3



Indicators from the 16pf Questionnaire for Ella Explorer

- Ella is likely to express opinions, taking the lead but showing willingness to consider other people's wishes when appropriate.
- Ella tends to deal with problems and setbacks as calmly as most.
- Inclined to strike a balance between focusing on people and tasks, Ella will show a similar level of warmth towards a team as most people.
- Ella is as comfortable as most people expressing themselves in groups and being the center of attention.
- Reasonably self-assured, Ella is likely to project confidence to others, while at the same time being alert to the possibility of what might go wrong.
- + Tolerant and accepting of others, Ella has a trusting attitude and is likely to be constructive and positive about people's abilities.

Development Tips

Ella has the potential for further growth in their management capability by extending the level of understanding and support provided to direct reports. Building closer relationships with those Ella manages could enable them to provide their direct reports with development opportunities tailored to suit their particular interests. This approach will not only increase the extent to which Ella's direct reports feel empowered and motivated, but it will also assist them in the achievement of their goals.

Ella's faith in other people could mean allowing them inappropriate freedom in the way they perform their roles. Ella may need to check on them more frequently than done currently.

Interview Questions | Management of Others

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 manage your emotions when things became challenging?
- ▶ Would you consider yourself task- or people-oriented? Can you explain why?
- ▶ Are you more resilient or sensitive to criticism?
- ▶ 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?
- ▶ How did you balance your own and the other person's needs 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?
- ▶ How did you ensure that you were aware of the other person's motivations and reliability?

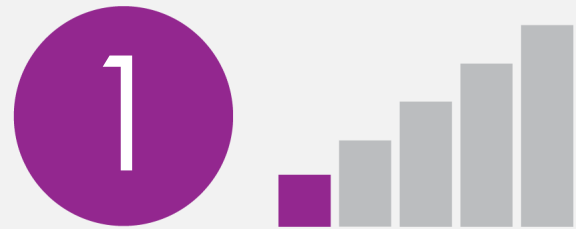


Integrity & Respect for Others

Interpersonal

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

Results: Poor Fit



Indicators from the 16pf Questionnaire for Ella Explorer

- Flexible about processes, Ella is not typically concerned about protocol or adhering to a certain way of doing things.
- This individual will aim to be appropriate in what they reveal and should be willing to monitor their sharing when dealing with confidential information.
- Prepared to follow agreed rules and standards of behavior, Ella may nevertheless bypass them if they conflict with personal principles.

Development Tips

While a dislike for structure does not necessarily mean Ella lacks integrity, it could create conflict with the policies or codes of ethics of the organization or profession. Ella may need to take a more disciplined approach is to demonstrate personal commitment to these considerations.

Ella could be more willing to challenge herself and others when the possibility exists for rules and guidelines to be circumvented. In situations where this person feels that the end could justify the means, they should try to define the behaviors and attitudes that are acceptable versus those that could compromise ethical standards. Ella could also actively challenge behaviors or actions that they believe could demonstrate a lack of integrity. This is likely to further enhance Ella's reputation as an individual who demonstrates a strong ethical stance.

Interview Questions | Integrity & Respect for Others

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?
- ▶ How did you decide whether to follow the rules or circumvent them?

Competency Definitions



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.



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.



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.



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.



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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