

INTRODUCTION

When considering the report and the profile it is important to consider:

- The results are based on your description of your own personality and behaviour, which may not necessarily reflect the way other people see you. The accuracy of the results is therefore dependent on your openness in answering the questionnaire and upon your level of self awareness.
- The results are compared against those of a large group of people who have completed the questionnaire.
- The report describes your **likely** style, but has not measured skills or knowledge and therefore it does not present firm conclusions about your ability.
- There are no absolute rights or wrongs in personality – each style has its own advantages and disadvantages.
- Results of psychometric questionnaires such as the 16PF enable a good prediction (especially when supported by interview and other evidence) of how people will behave in a variety of situations.
- You are strongly recommended to discuss the feedback below with your line manager.

RELATING TO OTHERS

Your profile indicates that you are someone who tends to focus your time and energy on your own ideas, thoughts and projects and that you feel most comfortable when working in an autonomous and independent fashion. Your profile suggests that you prefer a judicious, reflective and more serious approach to your work. Those with whom you work are likely to experience you as quiet, mature and dependable, although perhaps somewhat difficult to get to know. In relating to others you prefer to maintain a private and discreet persona, maintaining diplomacy in your negotiations.

Development needs/areas for discussion:

- You have a strong desire to focus on tasks and maintain autonomy. This combined with a strong preference for privateness and a more steady approach to your work may cause others to believe that you are less approachable. Consider seeking opportunities that require you to put your focus more on people's needs and developing rapport through emotional connection.
- There may be occasions where the people who need more social engagement and a higher degree of energy from the people they interact with, find it harder to communicate with you. You might like to consider opportunities where you can be fast-paced, action-oriented whilst injecting a greater degree of perceived passion.

INFLUENCE & COLLABORATION

When interacting with others, your profile suggests that you are someone that is neither markedly forceful or domineering, nor submissive and modest. Your profile suggests that you may be comfortable in putting your ideas across in some situations and less comfortable in others. In comparison with others, you are neither markedly trusting of what people say nor questioning of

their agenda. There may, however, be times when you are quick to form judgements, seeing things as 'black and white'. Your profile also shows that you have a strong need to work in a traditional manner, following established routines and procedures.

Development needs/areas for discussion:

- In situations where you find yourself making quick decisions, consider exploring further options, alternatives and opportunities.
- Consider exploring which environments you may feel less-than-comfortable in stating your thoughts and ideas through concern of negative reaction or disapproval and identify opportunities to be more assertive.
- Be aware that some people may experience your traditional nature as inflexible. Consider opportunities and environments which may allow for innovative and entrepreneurial solutions that achieve the same if not even better results.

THINKING STYLE

In relation to thinking style, you are someone who tends to be realistic in your approach to work and life. When making decisions, you are likely to find it easier to put your own feelings aside and focus on the more rational and objective solutions, and less attentive to the emotional needs of others. Your profile suggests that you are someone who in some situations may prefer to focus on tangible, practical and pragmatic solutions and in others can employ a novel, theoretical and abstract approach to achieve the same result.

STRUCTURE & FLEXIBILITY

In terms of organisation in your life, your profile indicates that you are someone who can employ a balance between seeking and imposing structure but not so unstructured that you find it difficult to channel your efforts into achieving goals. You are likely to be persevering in your work ethic, through being diligent, mature and responsible. In comparison with others, you are likely to follow organisational rules and standards that support you in achieving your goals. You are likely to be adaptable in your working approach, changing from task to task with ease, but planning and organising your work where necessary. There may, however, be occasions where you lose your focus and go off course, losing sight of the small detail.

MANAGEMENT OF PRESSURE

At the time of taking this questionnaire, you show a high degree of anxiety. You may find yourself experiencing intense emotions in stressful situations, being easily upset by frustrations and discouraged by disappointment. You are someone that may set high standards and goals for yourself, having a strong internal sense of passion, intensity and involvement. In comparison with others, your profile suggests that you are slightly more self-critical in appraising your own performance and may tend to do more than your own fair share. Perhaps not experienced by others, you are likely to be ambitious, working with drive and urgency. In pressured situations you may, however, resort to impulsive and overly-quick decision making.