



Management Potential Report

Ian Engineer

23 September 2008

CONFIDENTIAL

SAMPLE

Introduction

The MPR focuses on personality issues related to management selection and development. This report is intended to be used in conjunction with professional judgment. The information in this report is confidential and the statements it contains should be viewed as hypotheses to be validated against other sources of data in the overall assessment process.

Leadership

Leadership style

In leading others, Mr Engineer's most likely style would be characterised by tolerance and leniency. He is likely to adopt a permissive style of leading others. Mr Engineer's manner of leadership may be characterised by the following behaviour(s):

- He may prefer a less personal, more detached involvement in subordinate activities and concerns.
- He tends to be serious and cautious in his dealings with others.
- He tends to be independent and self-sufficient. Mr Engineer probably prefers working individually rather than as a member of a team.

Based on Mr Engineer's personality information, his overall leadership potential is predicted to be average. That is, should he find himself called upon to fill a position of leadership and authority, he will probably have the same chance of being successful in that role as most individuals.

Evaluating others

Overall, Mr Engineer is reserved and his responses to the inventory suggest that he might approach face-to-face evaluation sessions with some hesitation. Rather than addressing personal issues that influence employee performance, he would probably feel more comfortable conducting structured sessions that focus on productivity or quantifiable goals. In his appraisals, he tends to balance resoluteness with receptivity. There may be times when he adheres to his position, while at other times he may be open to another's perspective. A typical session is likely to be one of mutual exchange where both parties will have an opportunity to express their views.

Interacting with others

Because Mr Engineer is introverted, he probably prefers activities involving less personal interaction and more individual effort. Mr Engineer may be hesitant to extend himself emotionally for other people. Mr Engineer describes himself as somewhat private and personally guarded and he would tend to keep problems to himself. He shows little need for affiliation or extensive peer support. When interacting with others in group settings, he may be somewhat tentative. In general, Mr Engineer is likely to be wary of other people's intentions and skeptical of their motives. He prefers to avoid conflict and eventually would accept the wishes of the majority.

Making decisions

Mr Engineer's problem-solving ability is predicted to be above average. He is likely to assess and comprehend problems rapidly. His level of creative initiative is predicted to be about the same as most people's. Because he may be adept at problem solving, however, he probably can organise information from many diverse sources. He can value many aspects of established methods while remaining open to change. It is likely that he will consider both the outcome or goals and the process or method for achieving them.

Initiative

Independence

Mr Engineer may sometimes prefer to shape events and work efforts and, at other times, may seek input and advice. That is, he probably feels comfortable in work situations where guidance or counsel is at least accessible. Moreover, this outlook for receiving guidance and support is likely to be accompanied by the following personal qualities:

- Although there may be times when he feels uncomfortable introducing his ideas in front of a group, overall he is as capable as most people in expressing himself in new group settings.
- To a certain degree, he adjusts to changing conditions fairly well and would neither salute established standards and policies nor consciously disregard them.

Dependability

Mr Engineer seems to set aside his own wishes and desires in order to meet responsibilities and goals. He probably favours a setting where guidelines and expectations are clear. While he may be perceived as principled or efficient, he may also at times seem overly restrained or inflexible. It is likely that he prefers to be involved in projects that are well structured or adequately planned. In such situations, he could be expected to give careful attention to details and organisation. If given the opportunity, he follows directions and instructions well and can usually be depended upon to do a good job, once the work has been defined and it is clear what his responsibilities are.

Personal adjustment

At the present time, Mr Engineer presents himself as no more or less anxious than most people. Specifically, the degree of emotional adjustment shown by Mr Engineer is typical of most adults. That is, most of the time he faces challenges with personal resolve but, in very demanding situations, he may be reactive or upset.



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Score summary pages

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Introduction

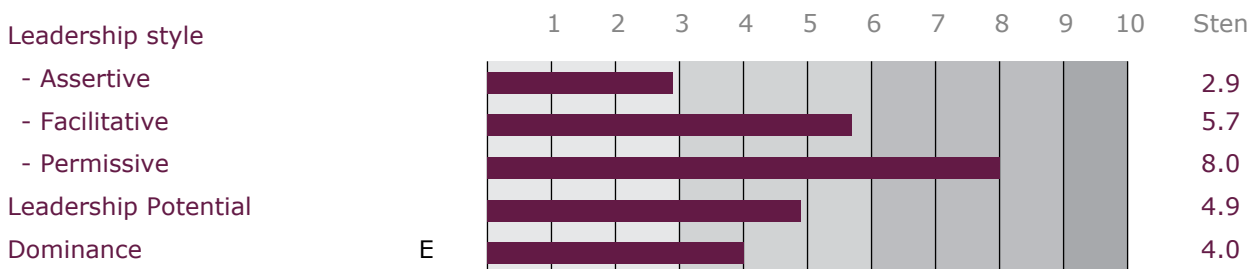
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Score summary

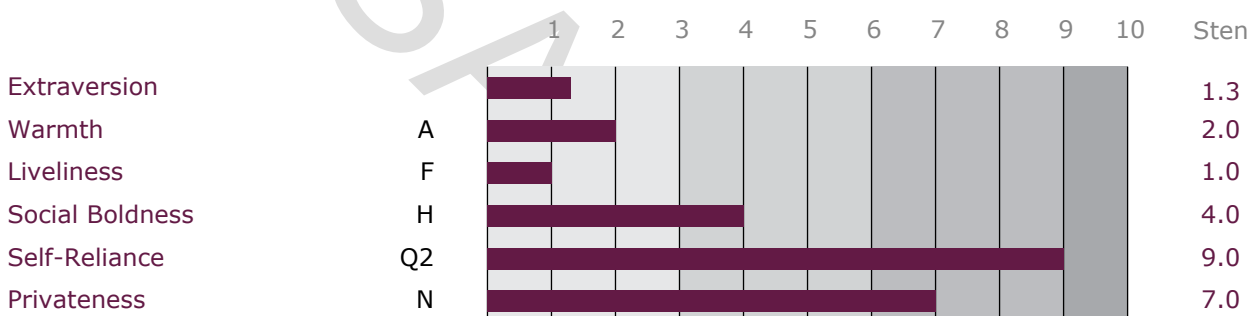
This score summary is intended to be used by qualified professionals only.

It should be interpreted in light of the specific needs and priorities identified within the organisational setting. These pages should be maintained in a secure file.

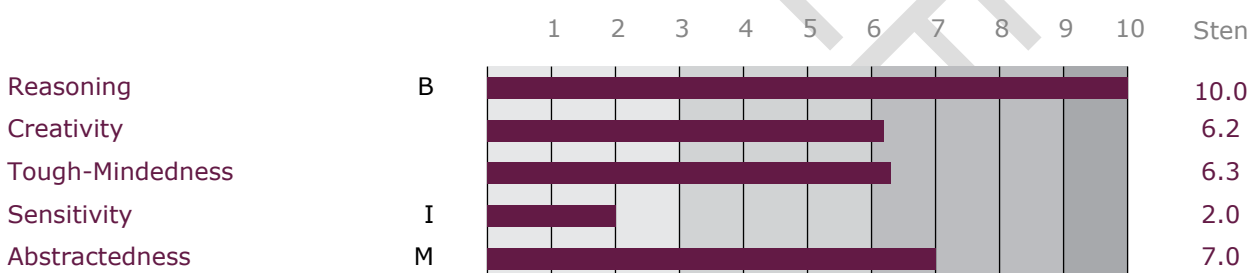
Leadership



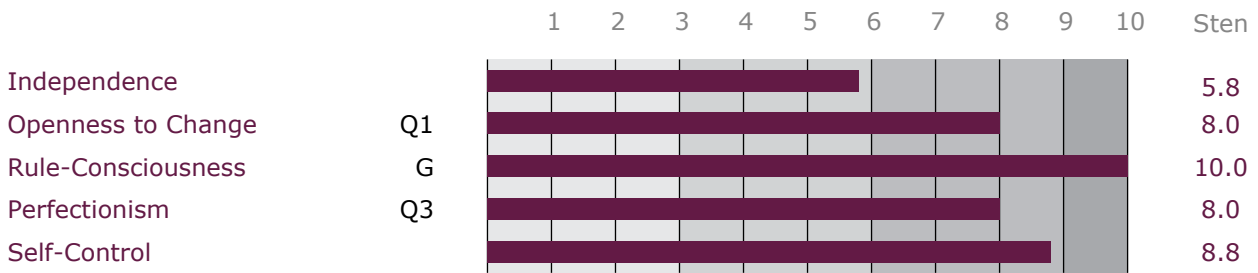
Interacting with others



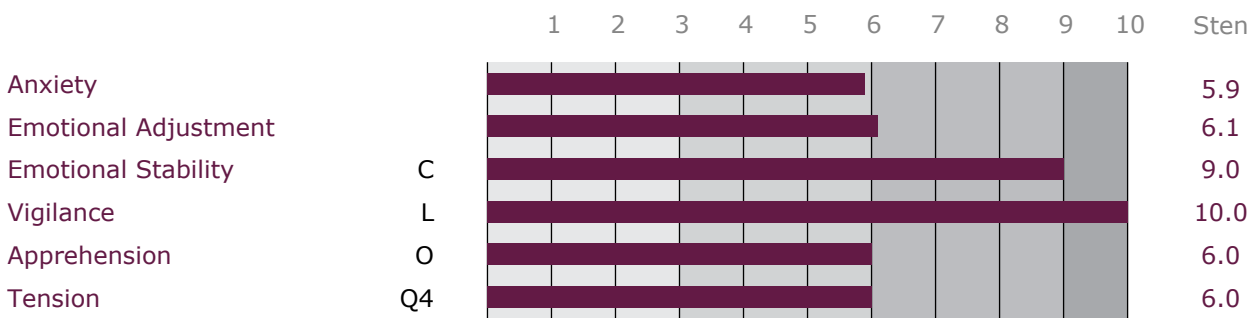
Making decisions



Initiative



Personal adjustment



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Response Style Indices

Impression Management	12	Within expected range
Infrequency	6	Within expected range
Acquiescence	55	Within expected range

All response style indices are within the normal range.

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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

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

Summary statistics:

Number of a-responses	= 84 out of 170 (49%)
Number of b-responses	= 20 out of 170 (12%)
Number of c-responses	= 66 out of 170 (39%)
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	6	55
Missing items	0	0	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 GB Combined-Sex norms.



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