

# Resource Development Consultants



*Our aim is: 'To inspire clients to achieve their full potential'*

## **16PF-5 Assessment Profile**

**Simon May**

**March 2000**

**Prepared by Andy Wheatley**

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This is a strictly confidential report prepared for Simon May that is to be used under the guidance of a trained professional. The information contained in this report should only be disclosed on a 'need to know' basis with the understanding of Simon May. This analysis should be considered in the context of other relevant information such as actual experience, vocational experience, skills and aptitudes.

# The Assessment Profile

## Notes

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This assessment has been produced using answers to the 16PF-5 psychometric test provided in March 2000. The nature of profiles such as these is that they have a 'shelf-life' that is in the order of 6 months.

We continually develop as individuals. Our personalities have grown since childhood and continue to be modified by our own perspective on external events, our internal views, and our motivations.

It is likely that within 6 months one's character will have changed somewhat. Not necessarily to any dramatic degree, but in a gradual way. Although the key elements in this profile are unlikely change in any sudden way, the degree to which they apply may well change.

Consequently, this profile will become a poorer fit as time passes and should be given less weight over time.

The tendencies described in this report are neither 'good' nor 'bad'. One can only consider the 'value' of a certain trait in the context of the needs of an occupation or role and your personal level of satisfaction. For example, someone who is uncomfortable making decisions without consulting others would not make a good lone yachtsman, but may make a good manager of a close-knit team.

You have asked that particular consideration be given to the 3 options facing you in your career at present, namely :

- Remaining as a contractor linked to an Agency
- Starting in permanent employment
- Starting out as an independent IT consultant

I have included in bracketed italics my interpretation, where appropriate, of how a certain trait may manifest itself in the options above. This is not information that has come directly from the psychometric test process. Note that the bracketed information relates to the normal text and not the views expressed at the feedback session.

The other text in italics concerns the issues raised at the feedback session.

There are 4 computer generated charts that describe your tendencies in certain work related fields included in this pack.

Finally, remember that the report describes your preferred way of acting or reacting and not necessarily your actual action (or reaction) in a work or personal circumstance which may be influenced by external factors.

Simon May is employed as an IT contractor assigned to medium- to long-term projects within major organisations.

## Thinking Style

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**This is how one receives information, processes it and makes sense of the information.**

Your profile suggests that you project yourself as quite a calm and composed individual. This apparent inner sense of calmness is likely to manifest itself in the way you behave (which will be discussed later) and the way you view things.

*You feel this was fairly fair and accurate. You like to think of yourself as enthusiastic about ideas, that you are able to emotionally commit to issues and do not consider yourself to be a plodder. You believe that sales type activities, based on your pre-sales work, may suit you.*

You seem to be somewhat imaginative, able to manage and manipulate ideas. You are a little more open to change than most and you will try something new or look for new ways of doing things. You tend to keep yourself reasonably well informed. It is suggested that you prefer to develop and build upon existing ideas rather than the creation of completely fresh and novel thoughts. You probably steer clear of things or ideas that are outlandishly different. The profile indicates that you can think and be creative outside of the normal conventions and concepts. You are fairly self-disciplined.

*You believe in evolution and not revolution. You also feel that 'there is nothing very different' out there and most things are simply improvements on that which has gone before.*

*[ This suggests that you require freedom to act as you see fit. Each option may contain this feature to the degree that you require, but it is worth checking the permanent employment option in particular. ]*

Coupled with the ability to think creatively when you choose to, you are also grounded with practical, down to earth, tendencies. Your preference is probably to consider carefully before committing to a process or rushing in.

*You feel that you struggle with this dichotomy constantly. The fact that you can see both sides of a position somehow frustrates you in that it creates difficulties in being decisive. It also means that you have difficulty holding strong opinions in a number of areas.*

The analysis suggests that you are as comfortable thinking in either an objective or subjective manner. Whether you are able to actively tailor your thinking style to the particular situation is not clear, but it may be worth considering.

*You concluded that you have been trying to assess the 3 options in an objective way – in a sense this is the most obvious method as there will be something concrete to show others how the decision was arrived at. However, information on at least one of the*

*options cannot be gained in an objective way – a view can only be formed subjectively. In order to include this as an option you have to assess it subjectively.*

*[ If you can this may be quite a powerful tool that you can exploit in any work environment. ]*

Similarly the profile suggests you are both intuitive and logical and also indicates that you score yourself in the middle of the range when it comes to displaying caution.

The issues of objectivity/subjectivity, intuition/logic and daring/caution could each have one of two meanings. Either you display the same level of (say) objectivity in every situation, or you display higher objectivity in some situations and lower objectivity (subjectivity) in others. The same may be true for each category where your profile suggests you strike the middle ground.

*With respect to caution/daring, not unnaturally you felt you are bold in situations that you feel comfortable and less so when you feel uncomfortable. In essence it suggests you have a boldness scale along which you operate dependent on circumstances.*

*You wonder whether your colleagues/friends would hold the same view as you of your social boldness.*

This suggests that you can act without allowing emotions to submerge your intellect.

*[ This issue may be worth considering in more detail since the 3 options require you to display these attributes to different degrees. Going independent requires boldness; permanent work may require more logic than intuition. ]*

You seem to be a person who is alert to immediate demands. That is you have an awareness of situations and your need to react or take action as circumstances change. This suggests that in your hands, although tasks may still go awry, they will not go far off track before you act to correct the matter. It also implies you are somewhat flexible and not necessarily wedded to the ways of the past.

*You strongly agreed that you were alert to immediate demands. In a structured corporate context others (bosses) may value this in you.*

*You feel you are flexible.*

*[ This is certainly a good general trait. It may be of more slightly value in the two higher risk options where there is no one to remind you to get on track (as opposed to paid employment). ]*

## **Coping Style**

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**This is how one deals with the world.**

You probably feel quite confident in your ability to deal with the challenges that confront you daily at work. Other than the short-term stress of meeting a particular deadline the work you do is not likely to be a major worry to you, and task related issues are unlikely to impinge much upon your private life.

*You agree that task related issues do not impinge much on your private time in an emotional sense. You feel you have a stronger work ethic nowadays.*

*[ This suggests the added pressure of working for yourself, without the support mechanisms that exist in employment, may not be too great a strain. ]*

You have a tendency to be really quite an impatient and intolerant person. For example, you may become restless quite quickly if you are kept waiting – you are unlikely to be able to queue for things without feeling tense. Trivial things may irritate you beyond their proper worth. As you appear to be quite a driven individual who reaches personal goals without much difficulty, you may become tense and frustrated by others who do not operate to the same standards, or even the same agenda.

*You are well aware of this. You feel that this is something of a change in you, as you never used to be like this. You agreed with the bank teller scenario and your likely reaction, and you also said that you feel the same in supermarkets.*

*You can 'switch off' the external manifestation of active impatience when you know it will be counter-productive to your aim. You also feel you can be very patient when you recognise that someone has the potential, and operate at the other end of the spectrum to those who you believe do not have the potential.*

*[ This suggests frustration at lack of progress. Looked upon positively you are likely to launch into action and this will keep your business moving. However, as your level of frustration rises the continual knocks that come in business may be quite disheartening for you. ]*

*[ Selling to people who do not want to buy may be an issue you need to consider. ]*

These issues, as opposed to task related issues, may create emotions within you that stay with you beyond resolution or passing of the incident. Indeed, they may linger long enough to impinge upon your personal life and create some physical strain and a difficulty unwinding at the end of the day.

*'Definitely'. You feel that your childhood and your parents break-up may have had some influence here. You also recognise your coping mechanism of sulking.*

You are quite a mature and well-adjusted individual who generally remains unruffled. You have the ability to restrain yourself and cope quite well with stress. This moderating approach means you do not tend to show outward signs of being upset or being made anxious by situations or people. Such a diplomatic veneer allows you to concentrate on activities for fairly long periods without the need for other stimulus.

*You agree with the comment on maturity seeing yourself in the role of elder child and the duties that brings with respect to responsibility and steadiness.*

*You strongly agree that you do not tend to show outward signs of being upset etc. We discussed whether you view and relate to the world through a filter that cuts out the extreme emotions in both directions.*

*You felt again that your childhood experiences will have influenced this area.*

Your nature means you can be a little guarded about what you tell others. Being somewhat less empathetic and sensitive than most, the emotional restraint you exert over your feelings and outward reactions suggest you will come across as being somewhat diplomatic and private, moving towards calculating, deliberate or unapproachable.

*We discussed your level of empathy towards others and this is discussed in the Interpersonal Style section.*

*You feel you can at times be manipulative. You are able to show one set of emotions whilst feeling others. Be aware that others may notice this.*

*You believe you tell the truth and nothing but the truth (but not the whole truth). You feel you choose the things to tell, sometimes to put you in a good light and others in a dim light. Whilst you will not damn someone else you may present information in such a way that others may be lead to your conclusion.*

*Concerning 'calculating, deliberate or unapproachable' you felt it may be useful to talk to Lucy.*

The analysis suggests you are likely to come across as neither a dour serious person nor a happy-go-lucky, fun-loving individual but a balance between the two.

*[ This and the previous section imply you are good at achieving a task but if the human interaction needed to complete the task goes awry this has quite an impact upon you. However, whilst it impacts you, others may not be aware since you operate behind something of a shield. If this is the case it is perfectly possible to construct techniques that can overcome or at least mitigate the effects upon you and your work. ]*

*[ In relation to the 3 options this probably impacts upon a permanent work environment the most since relationships will exist for longer periods of time and therefore any difficulties with others will tend to re-appear more frequently. ]*

However this contrasts with your ability to share problems with others. These may be work related or personal and you are fairly comfortable to allow some degree of closeness with others although there are clear limits about the information you are willing to share.

You are not that influenced to act in a certain way simply to please others.

*You believe this is true. You do not have a difficulty with being unconventional; you even go out of your way to be so. You contrasted your approach to Lucy's.*

You probably feel quite satisfied with the way your life is progressing. You feel secure in your own ability to cope with whatever comes your way. Your high self-regard also suggests that you may not easily accept criticism others may have of you and may too easily disregard their views as incorrect or ill informed. Such a tendency may mean you can appear a complacent when situations are not progressing as others may have expected. Your self-confidence shields you from negative feedback.

*On one level you are satisfied with your life but at another you are not happy. Looking at work, job, salary, and education then you can only consider yourself to be successful. However, it depends which group in the population you compare yourself against and overall you feel more dissatisfied than satisfied.*

*If work is excluded from the equation, you do not consider yourself to be satisfied. You feel you have a duty to make the best of things and do not want to look back and feel that you have wasted your talents and lament at your leisure.*

*We talked for a little while about whether it was dissatisfaction in one area of your life that was leading you to question your working life – or whether the dissatisfaction was really with work. If the former is true, changing your work profile is not likely to resolve the issue for you. I would suggest you think about this carefully before concluding a work change.*

*[ This is an area to consider with respect to full-time employment where a line manager may not be as indulgent to an employee as a contractor who that can ultimately withhold payment if they are not satisfied with progress or results. Employees are subject to different control regimes. ]*

Should things go wrong, you may seek to blame others for the failure or even the situation itself ('it was just bad luck' etc.) You may be somewhat critical of others and even tend towards rebelliousness in such circumstances.

*You agree that you seek to blame others (see discussion above). You feel you have a tendency towards arrogance although you are starting to recognise this and how it manifests itself in your behaviour. You feel this may tie in with a tendency to be manipulative as your arrogance means you may find it difficult to accept that a failure/error was your fault.*

You seem to be a fairly self-assured person but someone who is really quite tense, driven and emotional.

In this context being emotional does not imply personal instability, but rather that situations and events create emotions within you, as opposed to a reaction that is a cool and clinical assessment of the possible repercussions.

You believe art is important in life; you are sensitive to aesthetics and appreciate good design. You also recognise utilitarian needs.

*You enjoy the arts and at school were torn between following an arts-based academic direction or one that was science-based.*

You live in a world that contains quite a few ideas. You are likely to consider yourself to be intellectually orientated (this is not the same as being intellectual) and you like to have the freedom to approach problems from different directions. You prefer novelty in your activities and you are unlikely to perform well in a routine or repetitive role. In such cases, and although you recognise the importance of detail you are may become somewhat inattentive. In a similar vein, your preference will be to spend time working on global aspects of an issue rather than at the detailed implementation. However, overall you would generally be quite happy working in a fairly structured, routine environment.

*You feel you can perform routine work for a period before boredom and carelessness set in. You agree with the comment about global considerations and you feel that at times you do not pay sufficient attention to details.*

*[ Greater novelty is most likely to exist when you have the greatest control over what you do. ]*

The profile indicates this need for freedom can exhibit itself through a disregard for the rules on occasion, a degree of fickleness in your actions and responses, and a lack of concern (at times) about standards. These points are highlighted as they contrast to your normal preference, which is to be as conscientious and respectful of the rules as the next person is.

*You are a strong believer in the imposition of standards and processes – for others. You recognised this as coming from an arrogant attitude.*

You are oriented towards the group and group activities. Indeed you are a little more reliant on the group (i.e. other people) for the things you need to operate successfully, than on yourself.

You seek group approval for a lot of things and you like joining new groups and participating in their activities. Your preference is to be instructed, organised and controlled through group decisions. This implies you may have a difficulty if such authority rests in one person's hands and indeed elsewhere the profile suggests you may have difficulties with 'establishment figures'.

*You do not recognise this as being true. Therefore it should be disregarded.*

*[ This suggests you get your 'strokes' and drive to continue for positive feedback (explicit or implicit) about your activities from the group. Consider how you would get this support in the two options that are less integrated. ]*

*[ Consider also how you will react if you are a lone leader and have to make decisions alone. ]*

Dependent on circumstance you can be organised or disorganised, can at times prefer perfection and at other times you are happy with a more unconcerned approach. You are accepting of some disorder but can be tidy.

You also strike a balance between being ready to challenge the status quo and happy to leave things as they are.

## **Interpersonal Style**

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**This is how one interacts with other people.**

You seem to have a preference for things over people. You are group oriented, emotional and socially comfortable yet you display a degree of distance from others. You are content to work alone and like intellectual ideas and challenges

*You do not think your preference for things over people is particularly strong. You feel you are a 'people person', certainly compared to other IT people (Note: this may be the operative statement).*

*You feel you put people ahead of task unless under pressure of a deadline. We did not make a distinction in our discussion whether 'people' meant individuals or teams.*



In a social setting you are likely to be fairly confident, you communicate readily, and you are not uncomfortable with social attention. You are likely to be bold and quite uninhibited. You probably find it reasonably easy to start conversations and can quite easily fit into new groups or settings. You are happy to initiate social contacts with others.

*You agree with this and indeed you feel uncomfortable if you are not striking up conversations with others.*

*[ This suggests selling/telling/persuading per se may not be too much of a hurdle for you to overcome. ]*

Your particular preference for group activity compared with your outgoingness (which is at the same level as the next person) suggests that you enjoy being a member of a group in order to get something other than simply personal interaction. You may value the recognition such membership brings to you, both socially and professionally.

*When in a group you see yourself as the one who makes the decisions, first through checking with others (does everyone like Italian food?) and then deciding.*

*You recognise that you work better in a group and find lone decisions harder to make.*

You are emotional and it seems you can be hurt fairly easily. It may be that a fear of being hurt means you are a fairly reserved individual who is somewhat cautious in attachments, and this prevents you from opening out more thereby putting yourself at greater risk of emotional injury. Whatever the reason, you tend to withhold something of yourself from other group members.

*You agree that you can be easily hurt. When asked for the last time you received negative feedback, you related a minor incident 12 months ago. We discussed again the concept of a filter between you and the world to protect yourself.*

*You recognise that when you hear a negative opinion put forward about yourself you seek to challenge the basis upon which it was arrived at in order to undermine the comment so that it becomes without value – and can be safely ignored.*

*[ This may inhibit your career progression somewhat in a permanent position. A slightly cooler exterior will mean others cannot empathise with you as easily and therefore to outshine a more extrovert person your work will have to be that much better. In contrast, consultants are largely judged on what they achieve for the money and personal characteristics (so long as they are not so extreme that they disrupt the working environment) are not considered important. ]*

You may be something of a pessimist, and be prone to moodiness although will not be burdened by feelings of low-esteem, inadequacy or irrational guilt. Events generate emotions within you, yet you do not show outward signs of these feelings very easily. This adds to the complexity of this area.

*You agree that you tend to be pessimistic.*

You are someone who is really quite accepting and trusting of others and this ties in with your ability to join groups easily. You are quite easy going and unsuspecting of hostility in others. You are understanding of others and appear to give them the benefit of the doubt in most circumstances. However, you are sufficiently forceful that you will not allow yourself to be taken advantage of.

*You are very comfortable with the degree that you accept others. In Douglas McGregor's theory of X and Y, you are very Y.*

*It was in this area that we drew a slightly different perspective on your degree of empathy towards others. You are unconventional and happy to take risks. These risks include taking risks (trusting) other people even though you can be easily hurt (by their failure to repay the trust, indiscretion etc.). This set of actions is different from empathy.*

*Empathy involves seeing the situation from the others perspective (the bank teller). What is described above is really empowerment.*

You have a preference to act in a conciliatory manner, seeking to avoid confrontation, although this means you can be somewhat lax over correcting people who have made errors or performed poorly. You can also be tough-minded as well as empathetic dependent on the circumstances.

*You gave a good description of preferring to be a diplomat rather than a politician. You feel this may flow from a preference to avoid conflict and being vulnerable to hurt.*

*You also enjoy trying to convert Theory X people into Theory Y people.*

*You believe teams are very powerful units. You are happy to act as the glue or the catalyst to allow others to interact. If they chose not to you do not find this disturbing.*

*[ You will need to be aware of this aspect when leading others. ]*

## Areas of Strength

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You seem :

- To be alert to immediate demands.
- To feel secure in your own abilities to cope with whatever comes your way.
- To be socially confident.
- To be creative outside of the normal conventions and concepts and able to approach problems from different directions.
- To be both intuitive and logical.
- To prefer novelty in your activities

## **Areas for Development**

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Development is relative to the needs of the role one is considering or where you as an individual wish to be. Below are some areas you may wish to consider.

### **Should things go wrong.**

People (leaders) are often judged on how they react when things go wrong. These are the things that stay in the minds of others and inform them about a person. Your tendency to externalise 'failure' is potentially damaging to your relationship with others. If in a leadership role your subordinates may become fearful of failing and therefore become overly cautious. Colleagues may prefer to keep you 'out of the loop' for fear of blame at a later time.

It would be useful to develop a coping mechanism that first allows you to recognise (in your own mind) 'failure'. Having recognised when a 'failure' has occurred you can then employ a simple analytical method that avoids the apportionment of blame but views the 'failure' in a positive light.

### **Quite impatient and intolerant**

Allied with the section above, considering a situation from the other person's perspective, their motivations and agenda, may help you manage any anxiety better. To continue the analogy from the main report, a bank teller who has to personally make up any deficit in their till at the end of the day is naturally going to be very careful and precise (and slow). Realising this may help you understand why it takes so long to get served and thereby reduce your level of tension.

### **Your Image**

In order to prevent yourself being hurt you appear to project an image that is not your true self. This will lead to reactions from others that you find hard to comprehend. It may be that others are more distant and reserved towards you than you feel you are to them.

It appears that you apply a filter to the emotions you are willing to show. This filter tends to smooth out the emotions so that the highs are not so high and the lows are not so low.

If you are in a team that not apply the same filter you may be seen as somewhat out of step and less committed. So, for example, you do not seem to celebrate successes with the same gusto as others, or feel as gutted when things go wrong. People seeing this will think you don't care – even though you will be as emotionally committed as them.

## The Perfect Role

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Key features of the role will be one where:

- The organisation is a Theory Y employer.
- Negative feedback is carefully couched but still given as frequently as needed.
- Achieving the task is a key factor.
- A fair degree of social interaction exists.
- Teamwork features.
- All members work to the same agenda.
- Global considerations are to the fore and detail is only part of the role.
- The role is a mixture of innovation (improvement) and practicality.
- Novelty exists.
- The organisation believes in evolution and not revolution.
- Considered decisions dominate over quick decisions.