



16PF[®] Fifth Edition Human Resource Development Report (HRDR)

Name: Mark Sample

Date: December 03, 1998

The HRDR 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

Although Mr. Sample probably would not exhibit a permissive style of leadership, his style cannot be categorized clearly as either assertive or facilitative. In general, though, his leadership methods are likely to be distinguished by the following behavior(s):

- He indicates a preference for social interaction and describes himself as enthusiastic and lively.
- Mr. Sample is likely to remain calm and patient even in potentially frustrating situations.
- He is usually accepting of other people. Mr. Sample will tend to trust the behaviors and motives of subordinates.
- He is likely to challenge the status quo and seek novel solutions to problems.
- Mr. Sample is group-oriented and affiliative. He probably prefers working as a member of a team rather than by himself.

Based on Mr. Sample's personality information, his overall leadership potential is predicted to be somewhat higher than average. He is likely to possess the social presence and self-assertion that characterize those in positions of leadership and authority.

Evaluating Others

Overall, Mr. Sample is people-oriented and his responses to the inventory suggest that he probably would feel at ease if called upon to conduct face-to-face performance evaluations. He may be more comfortable than most people discussing the personal issues that influence employee performance. When evaluating others, he tends toward openness and receptivity as opposed to toughness and resoluteness. 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

In general, Mr. Sample prefers situations that allow for social contact and interaction with coworkers. In all likelihood, he is sensitive to the emotional needs of his coworkers, is patient with their demands, and is usually able to tolerate and maintain his composure with those who do not readily follow his directions. Mr. Sample is usually frank and open. He would generally feel comfortable sharing personal matters. For the most part, he would tend to be comfortable asserting his views in group settings. Because he tends to be group-oriented and rather agreeable, many of his goals and ideas may be shaped by others in the work group. Mr. Sample tends to be open and accepting toward most people, putting his trust in the goodwill of others. However, under certain circumstances, he could be taken advantage of if he does not give enough attention to other peoples' motives. Mr. Sample is not overly assertive, nor is he overly accommodating.

MAKING DECISIONS

Mr. Sample'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 somewhat higher than average. He may have some of the venturesomeness, determination, or orientation toward ideas that are instrumental for pursuing creative interests. Because he is creative and bright, he is probably able to integrate and organize information from many sources. His solutions are likely to be unique and insightful. He tends to be an open and receptive person, liking a variety of ideas and experiences. Rather than adhering to tradition, he may question established methods and remain open to the possibility of change. However, in his quest for improvement, he may overlook practical considerations.

INITIATIVE

Independence

Mr. Sample 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.
- He tends to be receptive to change, and he might question established methods.

Dependability

Mr. Sample tends to be spontaneous and flexible. At the extreme, his impulsivity could entail responding to challenges immediately when a more planful or disciplined approach might be preferred.

PERSONAL ADJUSTMENT

At the present time, Mr. Sample presents himself as being somewhat less anxious than most people. This tendency towards low anxiety could reflect a characteristic imperturbable style, or it could reflect his current behavior in the absence of significant stressors. Specifically, the degree of emotional adjustment shown by Mr. Sample 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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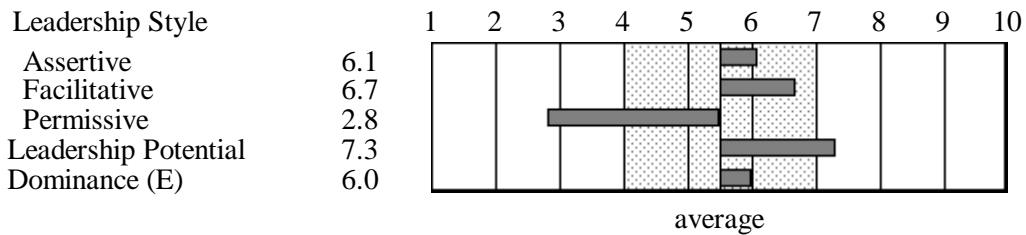
The score pages that follow are intended for qualified professionals only, and are not designed to share with the test-taker. These scores are personality-based and do not reflect experience, motivation, training, or development. The information on these pages should be interpreted within the context of identified organizational needs and priorities, and should be combined with other sources of information about Mr. Sample. **These pages should be maintained in a secure file.**

Users should be familiar with the 16PF Fifth Edition scale meanings and measurement properties. The 16PF Fifth Edition Administrator's and Technical manuals should be consulted when further understanding of these personality-based scores, or the research upon which they are based, is needed.

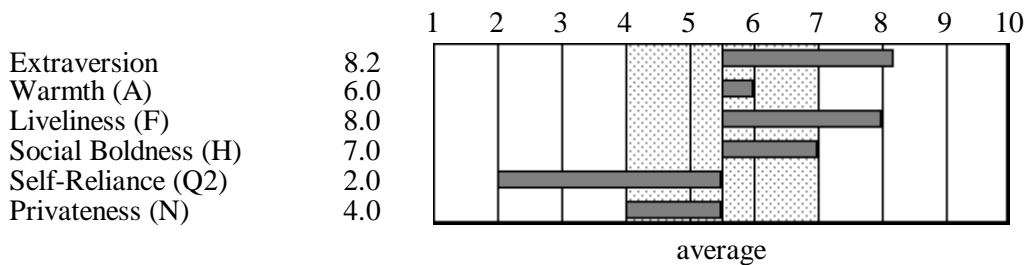
SCORE SUMMARY

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 organizational setting. These pages should be maintained in a secure file.

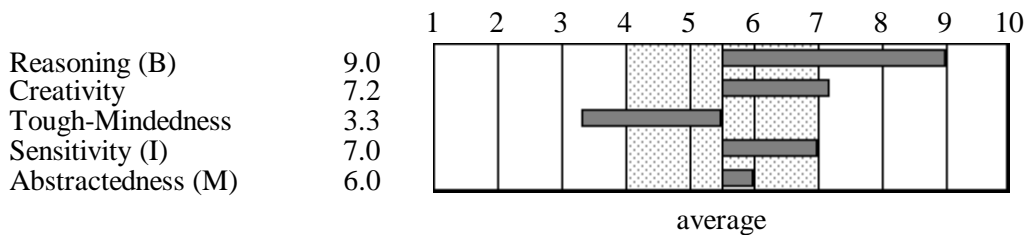
LEADERSHIP



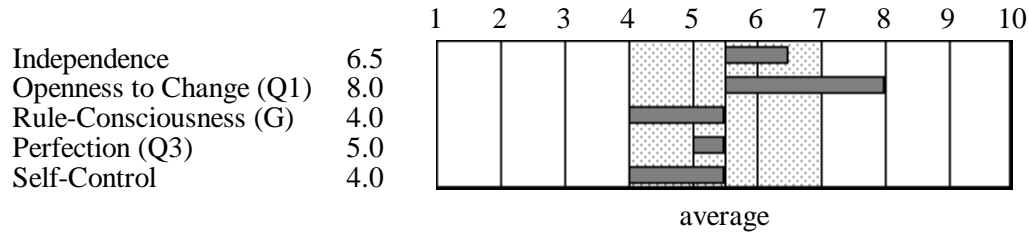
INTERACTING WITH OTHERS



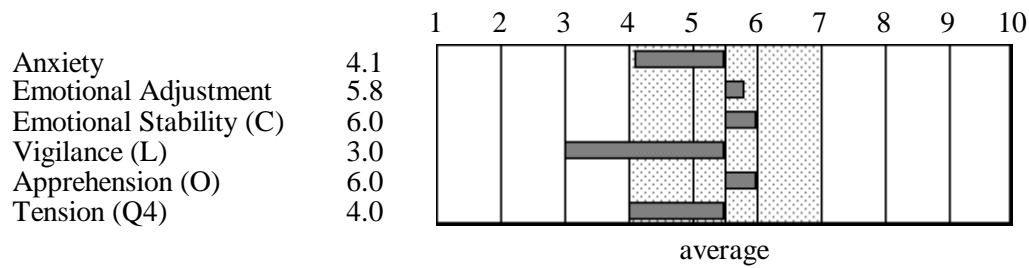
MAKING DECISIONS



INITIATIVE



PERSONAL ADJUSTMENT



RESPONSE STYLE INDICES

	Raw Score	
Impression Management	14	within expected range
Infrequency	0	within expected range
Acquiescence	56	within expected range

All response style indices are within the normal range.

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

Item Responses

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

Summary Statistics:

a-responses = 89 out of 170 (52%)
b-responses = 1 out of 170 (1%)
c-responses = 80 out of 170 (47%)
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	14	14	16	14	18	11	16	12	4	10	8	14	24	0	10	8	14	0	56
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 Fifth Edition male norms.