



# **16PF<sup>®</sup> Fifth Edition Human Resource Development Report (HRDR)**

Name: Mark Sample  
Date: January 02, 2002

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**

Mr. Sample's leadership style cannot be easily categorized as assertive, facilitative, or permissive. 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.
- 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 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. Sample's responses to the inventory suggest that he would be reasonably comfortable with the interpersonal nature of conducting face-to-face performance evaluations. 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**

In general, Mr. Sample shows about equal preference for activities involving social contact or those requiring individual effort. When it comes to revealing personal matters, Mr. Sample describes himself as neither very private nor very forthright. In group settings, he seems to balance self-assertion with reserve; he would rarely be perceived as too bold or too shy. 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 about the same as most people's. Because he may be adept at problem solving, however, he probably can organize information from many diverse sources. 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.

### **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 no more or less anxious than most people. 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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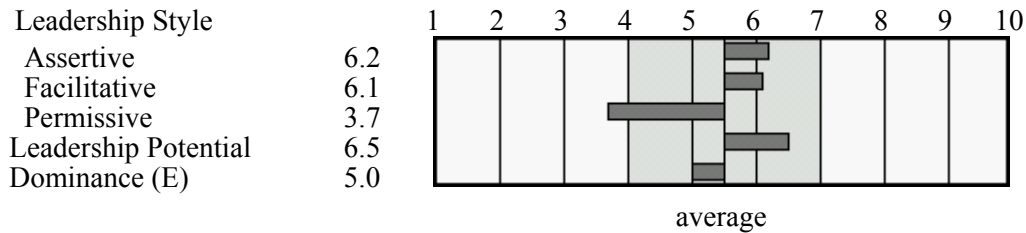
**The score pages that follow are intended for qualified professionals only, and are not designed to share with the test-taker.** These scores are personality-based and do not reflect experience, motivation, training, or development. The information on these pages should be interpreted within the context 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.

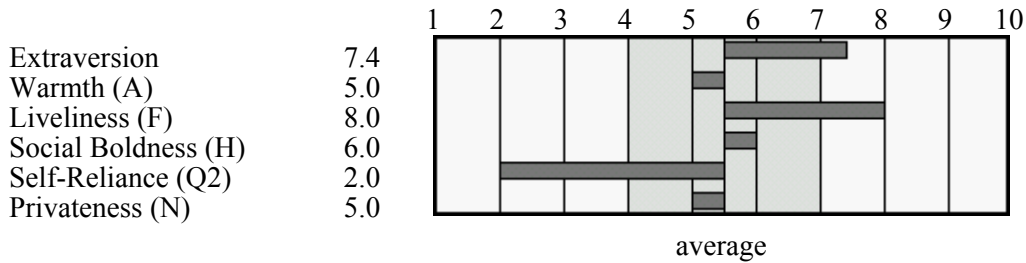
**SCORE SUMMARY**

**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.

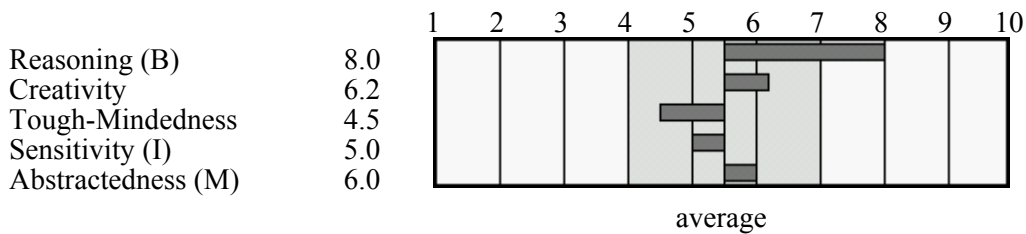
**LEADERSHIP**



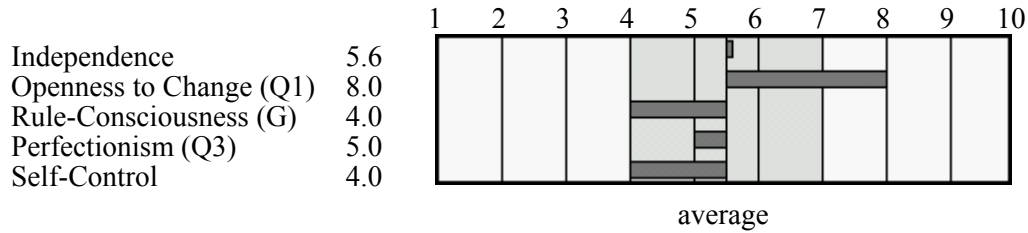
**INTERACTING WITH OTHERS**



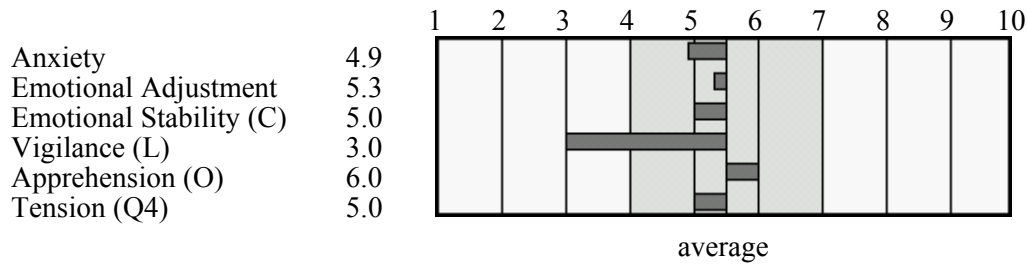
**MAKING DECISIONS**



**INITIATIVE**



**PERSONAL ADJUSTMENT**



**RESPONSE STYLE INDICES**

	Raw Score	Interpretation
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 16PF Fifth Edition Questionnaire combined-sex norms. OSV: 5.2