



Management Potential Report

Shelby Leeder

March 23, 2010

CONFIDENTIAL

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, Ms. Leeder's most likely style would be characterized by tolerance and leniency. She is likely to adopt a permissive style of leading others. Ms. Leeder's manner of leadership may be characterized by the following behavior(s):

- She presents herself as relatively driven and she may become frustrated by problems or delays that others might consider minor.
- Ms. Leeder tends to react to circumstances and may feel overwhelmed in some stressful situations. It may be difficult for her to feel satisfied with herself.
- She tends to be shy and may hesitate to express herself, especially when among a group of people.

Based on Ms. Leeder's personality information, her overall leadership potential is predicted to be less than average. She may lack the self-assertion or resilience that typically characterizes those in positions of leadership and authority. Even so, individuals can affect group performance through means other than direct leadership.

Evaluating others

Overall, Ms. Leeder's responses to the inventory suggest that she would be reasonably comfortable with the interpersonal nature of conducting face-to-face performance evaluations. In her appraisals, she tends to balance resoluteness with receptivity. There may be times when she adheres to her position, while at other times she 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, Ms. Leeder shows about equal preference for activities involving social contact or those requiring individual effort. Ms. Leeder describes herself as somewhat private and personally guarded and she would tend to keep problems to herself. She tends to be shy in group settings and may hesitate to express opinions in such a forum. Ms. Leeder would usually be accepting and trusting of most people. She prefers to avoid conflict and eventually would accept the wishes of the majority.

Making decisions

Ms. Leeder's problem-solving ability is predicted to be above average. She is likely to assess and comprehend problems rapidly. Her level of creative initiative is predicted to be somewhat lower than average. This does not necessarily indicate a lack of creative ability, but may reflect on the extent of her willingness to take risks, her flexibility, or her resources. She may hesitate to initiate novel ideas, perhaps preferring tried-and-true solutions. Because she may be adept at problem solving, however, she probably can organize information from many diverse sources. She tends to be an open and receptive person, liking a variety of ideas and experiences. Rather than adhering to tradition, she may question established methods and remain open to the possibility of change.

Initiative

Independence

Ms. Leeder tends to be agreeable and cooperative and she probably prefers receiving directions or counsel. Moreover, this outlook for receiving guidance and support is likely to be accompanied by the following personal qualities:

- She may be especially hesitant to initiate contact and express her ideas in front of others.
- She tends to be receptive to change, and she might question established methods.
- In general, if she sees a job that needs to be done, she is likely to ask for suggestions before proceeding. She may be reluctant to tackle new projects on her own unless pressured to do so. Overall, she probably prefers to leave well enough alone and sidestep controversial issues.

Dependability

At times, Ms. Leeder may show the self-discipline and conscientiousness needed to meet her responsibilities. At other times, she may be less restrained, following her own wishes. If given the opportunity, she 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 her responsibilities are.

Personal adjustment

At the present time, Ms. Leeder presents herself as more anxious than most people. This could either reflect a normal reaction to current circumstances or a characteristic style of being worried, reactive, or uneasy. It might be an appropriate topic for further exploration. If Ms. Leeder can channel this energy, however, it can serve as a motivator for self-improvement or change. She may lack confidence in her own abilities. Specifically, the degree of emotional adjustment shown by Ms. Leeder is typical of most adults. That is, most of the time she faces challenges with personal resolve, but in very demanding situations, she may be reactive or upset.



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Score summary pages

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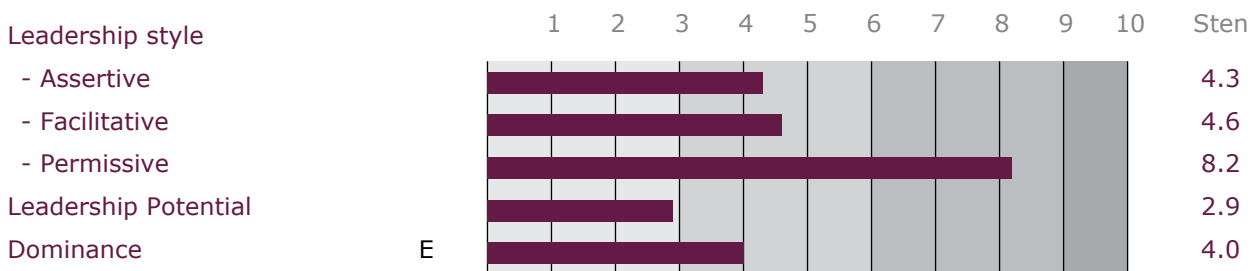
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Score summary

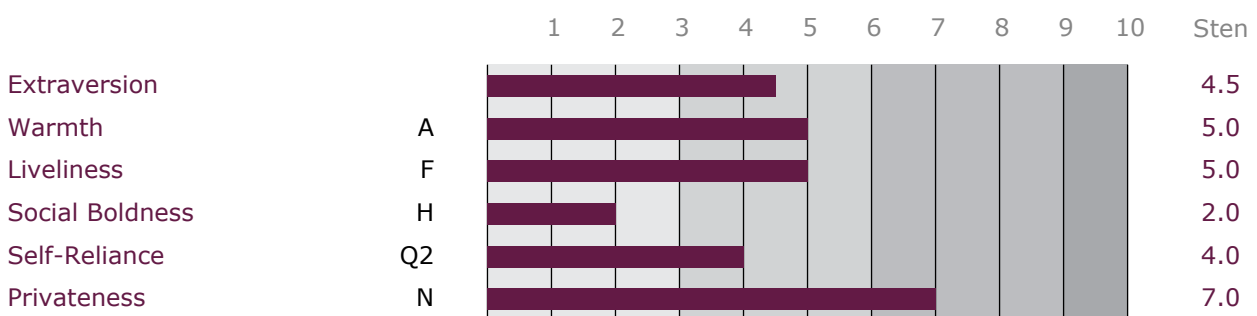
This score summary is intended to be used by qualified professionals only.

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

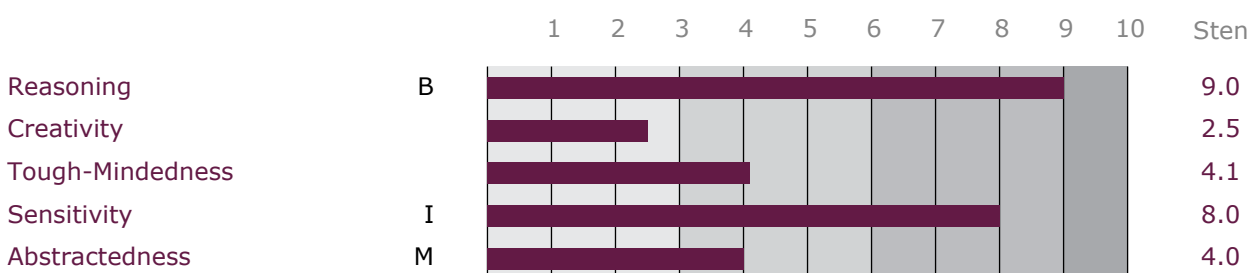
Leadership



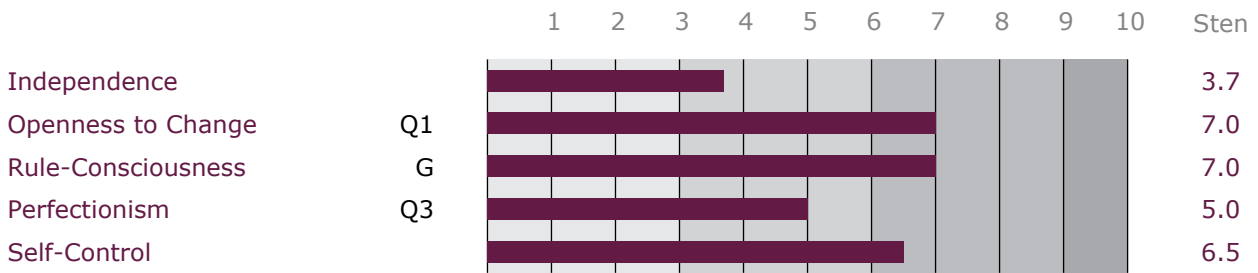
Interacting with others



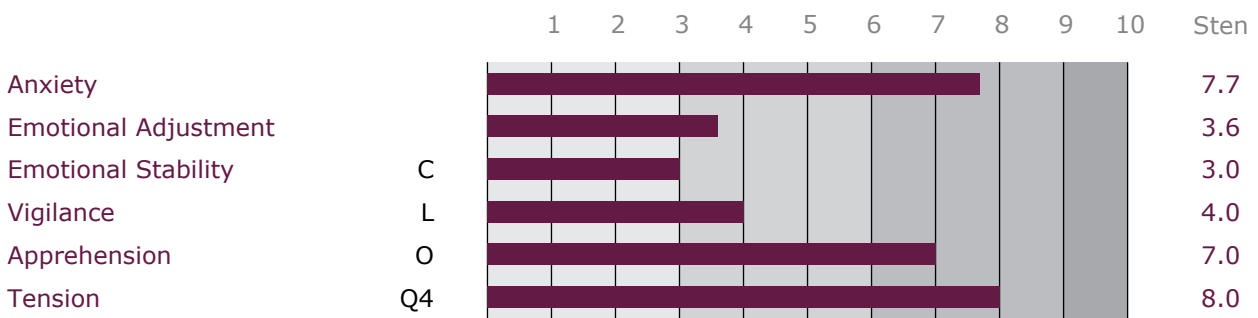
Making decisions



Initiative



Personal adjustment



Response Style Indices

Impression Management	10	Within expected range
Infrequency	0	Within expected range
Acquiescence	62	Within expected range

All response style indices are within the normal range.

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

Summary statistics:

Number of a-responses	= 106 out of 170 (62%)
Number of b-responses	= 0 out of 170 (0%)
Number of c-responses	= 64 out of 170 (38%)
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	14	15	8	10	10	20	0	20	6	2	16	16	22	2	12	18	10	0	62
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 US Combined-Sex norms.



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