



Profile and Manager Feedback Report

Shelby Leeder

March 23, 2010

CONFIDENTIAL

Introduction

This report should be used in conjunction with professional judgment. The statements it contains should be viewed as hypotheses to be validated against other sources of data such as interviews, biographical data and other assessment results. All information in the report is confidential and should be treated responsibly. The 16PF®5 Administrator's Manual contains background information on the material covered in this report.

Response Style Indices

Norm group

US Combined-Sex

All of the response style indices are within the normal range: there is no indication that it is necessary to probe any of them further.

Impression Management

The individual has presented a self-image that is neither markedly self-critical nor overly positive.

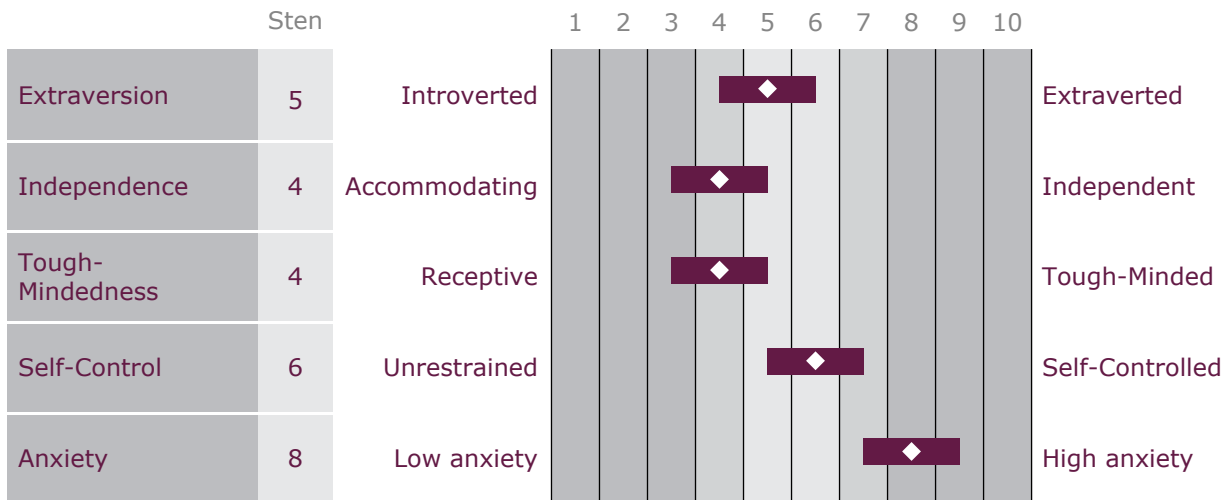
Acquiescence

The individual has responded in a way that is not acquiescent; that is, they have not simply agreed with each statement. However, the style of responding could also be compatible with someone who has endorsed either a majority of 'b' ('?') or 'c' ('false') responses. Therefore the Infrequency index should be carefully examined in order to assess the extent to which their responses may be unorthodox or unusual.

Infrequency

The individual has endorsed most items in a way that is similar to other people; it is unlikely that they have responded randomly.

Global Factors



Global Factor definitions

Extraversion

Social orientation; the desire to be around others and be noticed by them; the energy invested in initiating and maintaining social relationships.

A: Warmth
F: Liveliness
H: Social Boldness
N: Privatness (-)
Q2: Self-Reliance (-)

Independence

The role a person assumes when interacting with others; the extent to which they are likely to influence or be influenced by the views of other people.

E: Dominance
H: Social Boldness
L: Vigilance
Q1: Openness to Change

Tough-Mindedness

The way a person processes information; the extent to which they will solve problems at an objective, cognitive level or by using subjective or personal considerations.

A: Warmth (-)
I: Sensitivity (-)
M: Abstractedness (-)
Q1: Openness to Change (-)

Self-Control

Response to environmental controls on behavior; internal self-discipline.

F: Liveliness (-)
G: Rule-Consciousness
M: Abstractedness (-)
Q3: Perfectionism

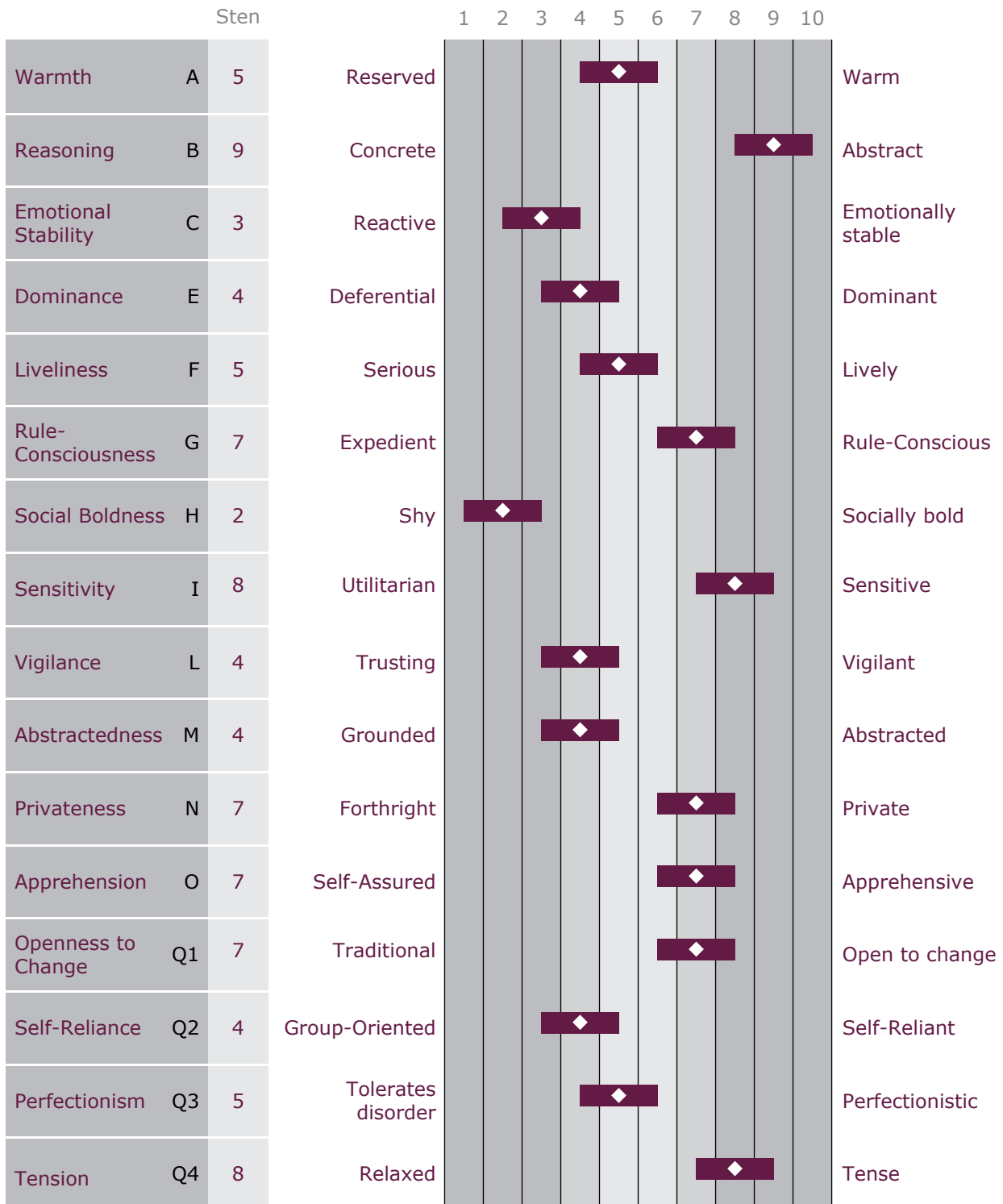
Anxiety

Emotional adjustment; the types of emotions experienced and the intensity of these.

C: Emotional Stability (-)
L: Vigilance
O: Apprehension
Q4: Tension

(-) Indicates a negative relationship between the Global and Primary Factor

Primary Factors



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.



IPAT Inc.
PO Box 1188
Champaign, IL 61824-1188
USA
t: +1 217 352 4739
t: +1 800 225 4728
f: +1 217 352 9674
custserv@ipat.com
www.ipat.com

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Manager Feedback

Shelby Leeder

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Introduction

This report summarizes Ms. Leeder's responses to the 16PF questionnaire.

Please note: the information presented here should not be used to make decisions in isolation. Decision-making using 16PF information should be based on the advice of a fully trained 16PF user, who will interpret a more technical profile of the results in conjunction with their own professional judgment. The statements contained in any computer-generated report should be viewed as hypotheses to be validated against other sources of data, such as interviews, biographical data and other assessment results. All information in the report is confidential and should be treated responsibly.

Ms. Leeder's responses have been compared with those of a large number of people who have also taken the questionnaire. The statements therefore summarize how she answered the questions, but they also reflect how people who responded in similar ways have described themselves.

It is important to consider that:

- The results are based on Ms. Leeder's description of her own personality and behavior, which may not necessarily reflect the way other people see her. The accuracy of the results is therefore dependent on her openness in answering the questionnaire, and upon her level of self-awareness.
- The report describes her likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about her abilities.
- There are no absolute rights or wrongs in personality – each style has its advantages and disadvantages, although some temperaments may suit some activities, jobs or interests better than others.
- Results of psychometric questionnaires like this one enable a good prediction of how people will behave in a variety of situations.

The results of the questionnaire are generally valid for 12–18 months after completion, or less if individuals undergo major changes in their work or life circumstances.

If you require further information about this report, please contact the individual who provided it; they should be qualified in the interpretation of the 16PF questionnaire.

Manager Feedback

Relating to Others

Ms. Leeder shows a moderate level of attentiveness and interest in others; she may find that she pays notably more attention to people she finds most interesting. She will sometimes show caution and at other times will show spontaneity depending on the situation. At times she will appear more serious and cautious, but when she feels more relaxed she may be happier to act in a less controlled way. Ms. Leeder will probably feel uneasy in most social settings and could give the impression of being shy or withdrawn. She is likely to be more comfortable in social situations where she is familiar with what is expected, or where she has a clear role. Her awareness of what people think of her may make her sensitive to criticism, but also aware of the feelings of others. She is quite private and discreet, preferring to withhold personal information. In many situations she will avoid sharing her personal feelings or thoughts, disclosing these only to people to whom she feels close or who she trusts. She prefers to work with others, contributing toward a common goal. She is likely to be happiest when she feels a sense of belonging and can cooperate with others. However, there may be some situations where she is happier working more independently.

Influence and Collaboration

Ms. Leeder is relatively agreeable and accommodating and will generally seek to cooperate with the wishes of others. Her generally compliant behavior may mean that she finds it difficult to confront others or to express contrary opinions. She will probably feel uneasy in situations where she feels the need to impress others. She is likely to find it uncomfortable when attempting to directly state her opinions or views, unless perhaps she is among people she knows well. She will prefer to listen to the opinions of others and may be particularly sensitive to the impression that she makes. Ms. Leeder is likely to be generally optimistic about people and will tend to trust their motives and intentions. She will usually give people a chance, and will not expect them to disappoint her. There are some situations where she will be more reticent, possibly where she is aware of more competitive contexts or individuals. She prefers to examine ways in which the present situation can be improved, rather than sticking to what is tried and tested. She might be happy to challenge the status quo, although in some situations she could prefer to work with what has been previously well established.

Thinking Style

With her typical level of interest in people, Ms. Leeder will attempt to combine both detachment and consideration for others in her thinking. In some settings she will be concerned for the feelings of others, whereas in others she will be less emotionally involved. She is likely to be very aware of her own emotions and they will form an integral part of her decision-making process. She will probably find it difficult to distance herself from her emotions in order to make objective decisions, and harsh or critical environments are likely to make her feel uncomfortable. Ms. Leeder will probably prefer to focus on details and to consider what is immediately apparent. She will feel less comfortable in ambiguous situations, or where she has to consider less tangible links or possibilities.

She will prefer to examine ways in which the current situation could be improved, rather than sticking to what is tried and tested. She will find it enjoyable to look at the world in new ways, and may find it more difficult to consistently implement established procedures. Her responses to the reasoning questions indicate that she are likely to be at ease with problems that involve abstract reasoning and conceptual thinking.

Structure and Flexibility

In some situations Ms. Leeder is considerate and careful in her decision-making, tending to avoid risks. At other times she will be more spontaneous, acting more quickly or taking more risks. She may be comfortable when working within established rules and guidelines, seeing them as important for moderating behavior that would be detrimental to groups, organizations or society as a whole. She will only break rules that she considers particularly unfair or irrelevant, and will generally choose to work within the established system. Ms. Leeder prefers to take a grounded and practical approach. She will tend to focus on what is immediately apparent and will be most comfortable in situations where this focused attention is required. However, she will be less comfortable when she has to consider wider implications or patterns outside the immediate area of focus: in such situations she will tend to construct the broader picture from the details that she knows. Ms. Leeder is likely to be relatively organized, but is also able to tolerate shifting priorities or requirements. She will put some plans or structure in place, but she will also be willing to adapt to changes in circumstances.

Management of Pressure

Ms. Leeder sees herself as tending to react emotionally to the obstacles that she encounters in life. When things are going well, she will show her enjoyment and satisfaction, which can be inspirational and motivational to others. However, when things go badly, her feelings will be clearly revealed through her emotional reaction, which some people may see as disheartening or inappropriate. She has a generally optimistic view of the world and of other people. In most situations she will not be concerned about others taking advantage of her, although she may be more questioning in situations involving people who have let her down in the past. Ms. Leeder may be relatively self-critical, and will often feel that her work is not as good as it could be. She will set high personal standards for herself and may only accept positive feedback from specific people or in particular situations. She is likely to be tense and driven, with a great deal of energy. She has a low tolerance for frustration, and this will lead her to take action to address the source of her concerns. She will perform most effectively in an environment where immediate activity is rewarded, although she could be impatient in her need for action.



IPAT Inc.
PO Box 1188
Champaign, IL 61824-1188
USA
t: +1 217 352 4739
t: +1 800 225 4728
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