



OPP Competency Report

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CONFIDENTIAL

Introduction

The 16PF® Competency Report contains several sections, each written so that no training in psychometrics is necessary to interpret them.

Overall summary

A graphical summary is presented of the respondent's likely performance on a range of competencies. The competencies in the OPP Competency Model represent those that are most commonly used across different organisations. A respondent's potential is predicted from their profile on the 16PF questionnaire; this is evaluated on the basis of past research about the relationship between the 16PF instrument and competencies, and compiled using expert judgment. The appendix at the end of this report provides a quick reference guide to the meaning of each competency.

Competency results

In this section, each competency is explored in detail. The likely fit of the respondent to the competency is described, and development tips are offered. The descriptions are based on the degree of compatibility between the respondent's 16PF profile and the likely demands of the competency. The development tips are written according to whether they correlate positively or negatively with the 16PF factors. This correlation is denoted by a symbol at the side of each indicator from the 16PF:

- + for when the results of a 16PF factor suggest a positive relationship with the competency
- for a relationship which appears negative
- when the 16PF result is moderate or balanced between a positive and negative relationship.

Interview questions

This section can be used as a guide to conducting interviews based on competencies. Two standard interview questions are presented for all respondents in each competency, followed by more explorative questions that vary according to the respondent's 16PF profile. These questions focus on areas where the respondent may need to compensate for a potential gap between their 16PF profile and the requirements of the competency.

Use of the report

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 this report is confidential and should be treated responsibly.

It is important to consider that:

- The results are based on the respondent's description of their own personality and behaviour, which may not necessarily reflect the way other people see them. The accuracy of the results is therefore dependent on the respondent's openness in answering the questionnaire and upon their level of self-awareness.
- The results are compared against those of a large group of people who have completed the questionnaire.
- The report describes the respondent's likely style, but has not measured skills or knowledge, and therefore it does not present firm conclusions about their ability.
- The prediction of potential is based on studies showing the relationship between a large variety of competencies and 16PF characteristics; therefore they show how competencies and personality relate for most people in these studies. However, there are different ways to fulfil the demands of a competency, and each person may have a different way to achieve this. The interview questions may be useful to understand the uniqueness of each individual in greater depth.

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.

Overall summary

	1	2	3	4	5
Competency	Poor fit	Marginal fit	Acceptable fit	Good fit	Excellent fit
Intellectual					
Analytical Problem-Solving					
Innovation					
Strategic Vision					
Commercial Awareness					
Clear Written Communication					
Technological Orientation					
Drive and Resilience					
Drive for Excellent Results					
Customer Focus					
Continuous Learning					
Coping with Pressure					
Initiative					
Flexibility					
Decision-Making					
Planning and Organising					
Reliability					
Interpersonal					
Cooperative Teamwork					
Influencing					
Clear Oral Communication					
Management of Others					
*Integrity and Respect for Others					

*This competency is best assessed through interview or a specialised integrity assessment; the 16PF results should be treated with care.

Competency results

Intellectual

Analytical Problem-Solving

1	2	3	4	5
■	■	■	□	□

Result: Acceptable fit

Description

This competency is concerned with applying an analytical approach to solving problems and reaching logical conclusions. This means gathering information from a variety of sources and quickly gaining an understanding of it. It requires working effectively with complicated, conflicting or ambiguous information, and looking beyond the surface of issues to identify their underlying patterns and causes.

Indicators from the 16PF Questionnaire for Mr Chef

- + Mr Chef is likely to take a logical and objective approach to the analysis of data.
- o He may be inclined to analyse data and problems with as much consideration and cautiousness as most people.
- When solving problems, he could be so concerned with practical details that he may not take an overview of the problem, thus missing the wider context of the situation and indirectly related issues.

Development tips

Mr Chef's tendency to focus on the immediate details may mean he overlooks some of the less obvious issues and solutions. His analysis could be improved by creating a visual representation of the situation so he can make it feel more tangible. He could also use theoretical models for problem-solving, helping him to structure his thinking and employ a broader, deeper analysis.

Competency results

Intellectual

Innovation

1	2	3	4	5

Result: Acceptable fit

Description

Innovation is about turning creative ideas into original solutions. This competency is concerned with producing new or different approaches to current situations and enabling this creativity in others. An innovative approach involves both generating ideas and seeing them through to implementation.

Indicators from the 16PF Questionnaire for Mr Chef

- Mr Chef tends to be comfortable with existing methods, as well as being open to new ways of doing things.
- He is typically oriented towards focusing on practical, realistic solutions.
- His style is likely to be balanced between taking time to consider ideas, and being more spontaneous and enthusiastic about taking action.
- + His willingness to bend or break rules will allow him to comfortably adapt procedures and bypass standard practices, should they prevent him from achieving his goals.
- + Mr Chef prefers to operate without plans or detailed preparation. He is comfortable changing direction, and will avoid worrying about the details of future plans.

Development tips

Mr Chef prefers a practical, easily implemented solution over more theoretical ideas. He may consider more abstract innovations impractical, and be too quick to dismiss them. He would benefit from questioning how things are done, including re-evaluating his own methods. Similarly, when other people make suggestions, he should focus on building the idea by offering practical recommendations rather than undermining it through criticism.

Mr Chef's apparent lack of respect for rules and regulations may create resistance in the organisation, making it difficult for him to turn ideas into actions. He will probably find his suggestions are better received if he takes time to consider how the ideas he is promoting affect the standard procedures of the organisation and the people who rely on or enforce them.

Mr Chef will need to be aware that many people do not share his tolerance for disorder. While he may believe it encourages creativity, he will probably need to take a more planned approach if he wants to see ideas transformed into reality.

Competency results

Intellectual

Strategic Vision

1	2	3	4	5
2	2			

Result: Marginal fit

Description

This competency is concerned with creating a clear view of the future of the business. People demonstrating Strategic Vision consider the long-term goals of their organisation and define the strategy that will enable others to achieve this. They also take into account the broader context in which their business operates and anticipate future changes or challenges for the organisation.

Indicators from the 16PF Questionnaire for Mr Chef

- Mr Chef is inclined to adopt a more pragmatic and realistic approach, focusing on specific problems and issues. He is most comfortable working on clearly defined tasks.
- He is likely to combine a focus on maintaining stability and an enthusiasm for defining new directions, according to the situation.

Development tips

Mr Chef typically focuses on immediate, tangible issues and will probably pay more attention to the detail than the bigger picture. He could try using formal models to aid strategic thinking if required, and could practice by reviewing the current situation for his team, department or organisation, identifying the key themes and considering their broader, longer term implications. Alternatively, he might practice using specially designed strategic thinking exercises.

Competency results

Intellectual

Commercial Awareness

1	2	3	4	5
■	■	■	□	□

Result: Acceptable fit

Description

Those who are commercially aware consider the flow of money and resources through an organisation, and the need to get maximum value at each stage. They seek to achieve commercial objectives, such as profitability, so that the business can be as competitive and successful as possible.

Indicators from the 16PF Questionnaire for Mr Chef

- Mr Chef seems likely to show a preparedness to compete with others to gain commercial advantage, but will also show willingness to concede in some situations to avoid unnecessary conflict.

Development tips

There are no suggested development tips for this competency.

Competency results

Intellectual

Clear Written Communication

1	2	3	4	5

Result: Marginal fit

Description

This competency concerns the ability to write clearly and succinctly. Clear Written Communication means adapting style and content to meet the demands of the situation and audience. To communicate clearly and effectively will usually mean using well-structured, logical arguments and avoiding unnecessarily technical or complex language.

Indicators from the 16PF Questionnaire for Mr Chef

- + Mr Chef is likely to communicate in a straightforward, realistic and concise way, emphasising facts and hard data.
- His style of communication will reflect his individuality, as he is less likely to adhere to the standard ways of writing documents.
- A casual, spontaneous approach is likely to appeal to Mr Chef rather than planning his written communication in detail.

Development tips

To people with a greater appreciation of expressive styles of writing, Mr Chef's style might seem basic or repetitive. He may need to adapt his approach for some audiences or purposes, using more imaginative and inspiring language than he would like to read himself.

His preference for expediency suggests Mr Chef will be frustrated by some of the conventions of written communication. He may need to spend more time checking his grammar and reviewing content, particularly in emails or large documents.

Mr Chef's written communication will probably reflect his preference for a less structured approach. As a result, readers may have difficulty following his argument. His writing will probably benefit from a more planned approach. Rather than rushing into it, he could start by noting down his objectives and his most important points, then planning the order in which to communicate each, and considering the style his audience would most appreciate. This should help him create a concise piece of writing that achieves its purpose.

Competency results

Intellectual

Technological Orientation

1	2	3	4	5
■	■	■	□	□

Result: Acceptable fit

Description

Those demonstrating Technological Orientation show comfort and aptitude with using technology in order to reach goals more efficiently and to a higher standard. It means showing an openness to advancements in technology and being quick to understand them. People who are strong in this area will use technology appropriately, and will help others to appreciate and understand the benefits of using technology.

Indicators from the 16PF Questionnaire for Mr Chef

- He is prepared to utilise familiar methods as well as try new approaches when appropriate.

Development tips

There are no suggested development tips for this competency.

Competency results

Drive and Resilience

Drive for Excellent Results

1	2	3	4	5

Result: Marginal fit

Description

This competency requires a strong focus on setting and meeting high standards. People who drive for excellent results expect high standards from themselves and others. To be sure of this, they will take appropriate steps to monitor the quality of their own work and that of others.

Indicators from the 16PF Questionnaire for Mr Chef

- Mr Chef may not consider it important to complete tasks in a well-structured and organised manner and is likely to place a lower value on quality than others.
- Mr Chef is likely to display a typical level of caution and so would be inclined to monitor quality in areas of importance.
- His sense of responsibility is likely to lead Mr Chef to check the quality of work where appropriate.

Development tips

In order to get the best out of himself and others, Mr Chef will probably need to take a more organised approach. He would benefit from setting clear objectives with deadlines – for himself and for others if appropriate – and establishing clear standards for the quality of work that will be accepted.

Competency results

Drive and Resilience

Customer Focus

1	2	3	4	5

Result: Marginal fit

Description

People demonstrating Customer Focus are keen to develop strong, lasting relationships with their clients. They are driven by a desire to understand and satisfy their customers' needs, exceeding their expectations wherever possible. This competency may be concerned with clients inside or outside the organisation; internal customers may be other departments or individuals from the same organisation.

Indicators from the 16PF Questionnaire for Mr Chef

- Mr Chef will probably want to have a moderate amount of contact with his customers, and will show a general desire to support them.
- Customers may find his approach disorganised as he tends to be flexible rather than concerned about plans, details or following up on agreed activities.
- His tendency to question the motives of others could lead customers to sense a lack of trust in them.

Development tips

Mr Chef has described himself as disorganised, unlikely to prepare in advance and likely to base the amount of care he gives on his own assessment of the situation. If they were aware of it, many customers would view this approach negatively. It is also unlikely to contribute positively to a truly customer-focused culture in his team or organisation. Mr Chef might benefit from spending time talking to current and past customers, discussing their experience of the organisation and considering the differences between successful and unsuccessful transactions.

His suspicion of other people's motives could make it difficult for Mr Chef to build strong relationships with customers. Naturally, he should remain aware of the commercial nature of the relationship; however, he will probably find that if he demonstrates trust and fair treatment, the customer will reciprocate and show greater loyalty to him and his organisation.

Competency results

Drive and Resilience

Continuous Learning

1	2	3	4	5
■	■			

Result: Marginal fit

Description

This competency is concerned with continually seeking new knowledge and skills, as well as developing existing capabilities. It involves taking advantage of all opportunities for professional development, seeking feedback on both style and performance, learning from others and gaining valuable lessons from successes and mistakes.

Indicators from the 16PF Questionnaire for Mr Chef

- He may enjoy building on his existing knowledge and developing new skills.
- He is likely to take opportunities for development as they arise rather than planning his learning activities.
- Being generally confident in his ability, Mr Chef is likely to be realistic about feedback and prepared to learn and develop in certain areas.
- With a typical level of social confidence, he is likely to cope as well as most people with constructive feedback or perceived criticism from others.

Development tips

People like Mr Chef, who prefer a less planned approach to life, are unlikely to take a structured approach to their own learning and development. By instead taking a more flexible and emergent approach to learning, he is likely to achieve more with the time and resources he has available. This applies as much to identifying training needs and opportunities as it does to the act of learning itself.

Competency results

Drive and Resilience

Coping with Pressure

1	2	3	4	5
■	■	■	□	□

Result: Acceptable fit

Description

Coping with pressure requires a positive attitude in stressful situations or following failure. It relies on the ability to manage one's own emotions, a willingness to take on challenging tasks, and the energy to remain focused on those tasks when presented with obstacles.

Indicators from the 16PF Questionnaire for Mr Chef

- He has as much control over his emotions as most people, and should feel able to cope with common setbacks and problems.
- He is likely to be as confident in his own abilities as most people and therefore he is likely to accept personal responsibility for his actions.
- As socially confident as most people, Mr Chef is probably inclined to face up to difficult interpersonal situations.

Development tips

There are no suggested development tips for this competency.

Competency results

Drive and Resilience

Initiative

1	2	3	4	5
Orange	Orange	Orange	White	White

Result: Acceptable fit

Description

People showing Initiative are constantly looking for things to do. They are self-confident and proactive and will generate activity for themselves rather than waiting for instruction. They are also prepared to take risks if they feel there is potential benefit in doing so.

Indicators from the 16PF Questionnaire for Mr Chef

- Due to his relaxed approach to life in general, Mr Chef may not appear to be highly motivated in the workplace.
- As self-assured as most people, he should usually feel secure about using his initiative.
- He is generally consistent, but will occasionally allow his mood to affect his productivity and achievements.
- He is as comfortable as most people when it comes to taking risks in social situations.
- Generally his preference is to remain open to opportunities, while not dismissing stability and routine.
- He is likely to be as willing as most to take the initiative and express his views about how goals should be achieved.

Development tips

Mr Chef describes himself as having a lower level of physical tension and sense of time urgency than most people. He might be perceived as a little too relaxed, waiting for things to happen rather than having the drive to take action himself. He should consider how this affects his performance and others' opinions of him. To demonstrate greater initiative he might set himself monthly goals. These could include improving his career prospects, setting up a working group or seeking out new projects.

Competency results

Drive and Resilience

Flexibility

1	2	3	4	5
■	■	■	■	■

Result: Good fit

Description

This competency is concerned with responding well to change. It requires a positive attitude to changes and a readiness to adapt when presented with new information, new situations or shifting priorities.

Indicators from the 16PF Questionnaire for Mr Chef

- Mr Chef appears to be as open to change and new approaches as most people.
- Mr Chef generally feels able to cope with unexpected demands in a calm way.
- + Preferring not to follow rules and regulations, he is likely to be flexible when it comes to bending or breaking rules, unless they are perceived as very important.
- + He is unlikely to plan a long way in advance and thus change is unlikely to disrupt his plans.
- He is likely to consider the implications before acting in some circumstances and to react spontaneously in others, depending on the situation.

Development tips

At his most enthusiastic, Mr Chef may break important rules or regulations to achieve his objectives. He might benefit from considering the immediate and longer term impact of doing so in order to evaluate the costs of such flexibility.

Mr Chef is not naturally inclined to plan. While this helps him remain flexible, it may create its own challenges during times of change as he may lose track of work, timeframes or objectives. If he has taken the effort to plan, he will probably find revising it frustrating and may be tempted to abandon a plan altogether if the circumstances change significantly.

Competency results

Drive and Resilience

Decision-Making

1	2	3	4	5

Result: Good fit

Description

This competency is concerned with making clear, appropriate decisions. This may be necessary even with incomplete or ambiguous information, and under time pressure. An effective decision-making style requires the resilience to make unpopular decisions where necessary, and to take responsibility for the outcomes and impact of those decisions.

Indicators from the 16PF Questionnaire for Mr Chef

- + Mr Chef tends to make his decisions objectively based on what is logical, perhaps not taking people's feelings into account.
- o He is probably as confident as most people in sharing his opinions with others.
- o Preferring to strike a balance between leading and being led, Mr Chef should be comfortable taking on decision-making responsibility when appropriate.
- + His focus is likely to be on the facts and hard data when making decisions.
- + Making decisions in a self-sufficient way is likely to be important to him. He demonstrates a low need for help and support.

Development tips

Mr Chef may overlook values and people issues when making decisions. Involving others to review the choices he makes should help him include these more subjective factors in his decision-making. Alternatively, he could make a conscious effort to build these factors into his own thinking.

Mr Chef's focus on what is real and observable may mean he is less comfortable making decisions where the data is incomplete. He might need to think more laterally to fill these gaps or generate alternative scenarios.

His desire for independence could mean Mr Chef overlooks opportunities to consult with others before committing to a decision. He could take some time to consider whose input would be valuable, including those who will be affected by the outcome.

Competency results

Drive and Resilience

Planning and Organising

1	2	3	4	5
1				

Result: Poor fit

Description

This competency requires people to establish and prioritise tasks and objectives in order to manage time and resources appropriately. Effective planners will set deadlines based on the time required for each task, and on how each part of their plan affects the others. They will also have backup plans in case the situation changes.

Indicators from the 16PF Questionnaire for Mr Chef

- Mr Chef is less concerned than the typical person about planning, and may not be effective at prioritising.
- He shows a tendency to follow his own approach and may dislike being restricted by procedures or strict plans.

Development tips

Mr Chef does not describe himself as an organised person. He might benefit from formal training in planning to make the most efficient and effective use of time and resources. He could also review his approach to a recent piece of work, focusing on his management of costs, time, people and resources. This could also include an assessment of how well he anticipated and managed any risks or potential issues.

Mr Chef prefers an informal way of working and is unlikely to want to adopt any formal or official approach to planning in its entirety. He is also unlikely to see the benefit in protocols and procedures and may overlook them until it is too late, assuming they can be overcome or ignored. He might benefit from adopting more formal procedures, including these in his plans from the start. This should help reduce conflict with the people who monitor those procedures, earning Mr Chef credit for those occasions when he needs these structures to be flexible.

Competency results

Drive and Resilience

Reliability

1	2	3	4	5
Orange	Orange	White	White	White

Result: Marginal fit

Description

People demonstrating Reliability are conscientious and focused on working for the good of their team and organisation. They willingly follow processes and procedures, rarely miss work or appointments and always warn others in advance if it seems they might fail to meet their commitments.

Indicators from the 16PF Questionnaire for Mr Chef

- Mr Chef may dislike following the rules, preferring flexibility in his approach.
- He is less self-disciplined than most, perhaps leading him to appear casual about some details and responsibilities.
- Prepared to follow other people's lead when necessary, he will also be capable of being autonomous when it comes to meeting commitments.

Development tips

Mr Chef may be unpredictable when it comes to following rules and meeting his commitments, especially if he has not been convinced of the need for a specific deadline or a particular method. There are several things he could do to avoid seeming overly casual. For instance, he could make an effort to understand the reasons for any rules, deadlines or decisions that seem wrong or unnecessary, challenging these where appropriate but agreeing to abide by the final decision. Similarly, when given a task to complete, he could ask whether he is expected to take a particular approach, has complete freedom to do it his own way or has freedom within certain limits.

Mr Chef tends to allocate his energy to different tasks depending on whether he considers them a priority, rather than believing that all jobs deserve the same degree of commitment. His apparent lack of organisation and preparation suggests that punctuality will not be one of his strengths. He might benefit from allocating contingency time before meetings to allow him to prepare, or deal with unforeseen circumstances. He could also use a similar approach if he has had problems meeting deadlines.

Competency results

Interpersonal

Cooperative Teamwork

1	2	3	4	5

Result: Acceptable fit

Description

Cooperative teamworking means building supportive relationships within a team, based on trust and respect. It requires listening to each other, adapting to other people's different ways of working and focusing on shared goals. It also means being willing to challenge others and to accept challenge as a way of getting the best results for the team.

Indicators from the 16PF Questionnaire for Mr Chef

- He enjoys autonomy and is self-reliant rather than requiring team support.
- With a typical level of concern and interest in others, he seems prepared to form close relationships at work.
- He takes time to develop his trust in others, and will be wary of others taking advantage of him in team situations.
- As someone who has typical levels of social confidence, he should be comfortable expressing himself in a group.
- + Easy to get along with, Mr Chef has a relaxed, undemanding style when relating to others, but may appear to have lower levels of drive than his team colleagues.

Development tips

Mr Chef's self-reliance may mean he overlooks the benefits of working with others towards shared objectives. He could try keeping a record of the most interesting and important problems or decisions he has faced in a given week, then sharing these with his colleagues and asking how they could have helped or contributed.

Effective teamwork relies on trust. At least initially, Mr Chef will probably be suspicious of his colleagues – perhaps particularly when members of the group challenge each others' views. It is worth exploring whether this is a temporary state or his natural attitude to others, as well as what the underlying cause might be. If his distrust is focused on particular members of his team, he might benefit from coaching or from a facilitated discussion with them. If he distrusts the whole team, or if this lack of trust is a common theme for the group, a teambuilding activity might be appropriate.

Mr Chef's relaxed state and patience will be reassuring for some team members, but frustrating for others. When they are stressed, some colleagues may feel he does not understand the severity of the situation and might be more reassured if Mr Chef demonstrated more concern and a greater sense of urgency.

Competency results

Interpersonal

Influencing

1	2	3	4	5
■	■	■	□	□

Result: Acceptable fit

Description

Influential communicators balance the need to shape outcomes in the short term with the requirement to maintain successful long-term relationships. This means understanding others, knowing what will motivate and enthuse them towards suggested actions, and also what to give and what to hold back in negotiations. It also often requires the use of personal and professional contacts to achieve influence across teams or organisations.

Indicators from the 16PF Questionnaire for Mr Chef

- Mr Chef is as inclined as most people to attempt to influence others.
- He will generally appear socially confident and is as comfortable as most people being the centre of attention.
- He is as unlikely as most to be hampered by feelings of self-doubt when attempting to influence others.
- + As someone who is alert to the motives of others, it is likely that he will be on his guard in negotiations.
- Mr Chef will appear as open about his thoughts and as politically astute as most people.

Development tips

His tendency to assume people will use any means necessary to achieve their goals may prevent Mr Chef from taking advantage of common interests when influencing or negotiating. He could enhance his ability to influence by asking each person to share their priorities and concerns rather than making assumptions. He could also make concessions that demonstrate faith in their good intentions. By promoting openness and trust, he may find he is able to build stronger relationships and have greater influence in the longer term.

Competency results

Interpersonal

Clear Oral Communication

1	2	3	4	5
Orange	Orange	Orange	White	White

Result: Acceptable fit

Description

This competency concerns the ability to speak clearly and fluently. It is demonstrated by taking a logical, structured approach, adapting to the needs of the situation and the nature of the audience. It also involves checking the audience has understood the message. Beyond merely presenting clearly, this competency is also concerned with ensuring strong two-way communication.

Indicators from the 16PF Questionnaire for Mr Chef

- Mr Chef is generally self-assured and as comfortable as most when required to present himself.
- Public speaking and giving presentations should not worry Mr Chef unduly, and he will generally feel as confident as most people in these situations.
- Mr Chef seems motivated to adapt his presentational style to meet new or unexpected demands when necessary.

Development tips

There are no suggested development tips for this competency.

Competency results

Interpersonal

Management of Others

1	2	3	4	5

Result: Acceptable fit

Description

At all levels, effectively managing others means enabling them to perform. Essential to achieving this is setting a clear direction and delegating fairly and appropriately to give direct reports the means to achieve their goals. Those who manage others effectively will also look for opportunities to develop them by encouraging them to take on greater responsibility and make decisions for themselves.

Indicators from the 16PF Questionnaire for Mr Chef

- Mr Chef is likely to express his opinions, taking the lead but showing willingness to consider other people's wishes when appropriate.
- He tends to deal with problems and setbacks as calmly as most.
- Inclined to strike a balance between focusing on people and tasks, he will show a similar level of warmth towards his team as most people.
- He is as comfortable as most people expressing himself in groups and being the centre of attention.
- Reasonably self-assured, he is likely to project confidence to others, while at the same time being alert to the possibility of what might go wrong.
- Cautious about others' motivations, he takes time to fully trust others and their contributions.

Development tips

Mr Chef's lack of faith in other people's good intentions probably means he will be uncomfortable giving his staff significant responsibilities or encouraging them to take the initiative. A clear understanding of their ambitions, strengths, anxieties and development needs should help him allocate work that challenges their abilities. Once they have taken on the work, he should resist the urge to monitor their progress too closely. It may also help for him to talk to his manager about what it is like to delegate to him.

Competency results

Interpersonal

Integrity and Respect for Others

1	2	3	4	5

Result: Marginal fit

Description

People demonstrating integrity take an ethical approach to their work and relationships. They are discreet with confidential information, whether it is of a personal or professional nature, and treat others fairly. They will also take action when they believe others, or the organisation itself, are acting unethically.

Indicators from the 16PF Questionnaire for Mr Chef

- Flexible about processes, Mr Chef is not typically concerned about protocol or adhering to a certain way of doing things.
- He will aim to be appropriate in what he reveals and should be willing to monitor himself when dealing with confidential information.
- Less likely to abide by agreed rules and standards of behaviour, he may only pay minimal attention to social expectations and established norms.

Development tips

While his dislike for structure does not necessarily mean Mr Chef lacks integrity, it could bring him into conflict with the structures or codes of ethics of his organisation or profession. He may need to take a more disciplined approach if he is to demonstrate his commitment to these considerations.

To demonstrate integrity, Mr Chef may need to show more respect for traditional rules and conventions. His expedient approach could be interpreted negatively by others.

Interview questions

Intellectual

Analytical Problem-Solving

1	2	3	4	5

Result: Acceptable fit

Description

This competency is concerned with applying an analytical approach to solving problems and reaching logical conclusions. This means gathering information from a variety of sources and quickly gaining an understanding of it. It requires working effectively with complicated, conflicting or ambiguous information, and looking beyond the surface of issues to identify their underlying patterns and causes.

Questions

Can you tell me how you approached solving a complex problem?

- To what extent did you need to consider the feelings of others when solving this problem?
- Did you think things through first or take some practical action?
- What was the context of the problem? What other things were related to this problem?

Tell me about a time when you needed to quickly understand a situation.

- Was it more important to understand facts and figures, or feelings and opinions?
- How do you feel about having to understand a situation under time-pressure?
- Did you need to see an overview of the situation to understand it?

Interview questions

Intellectual

Innovation

1	2	3	4	5

Result: Acceptable fit

Description

Innovation is about turning creative ideas into original solutions. This competency is concerned with producing new or different approaches to current situations and enabling this creativity in others. An innovative approach involves both generating ideas and seeing them through to implementation.

Questions

Can you tell me about a time when you made a significant improvement to the ways things were done in your team, department or organisation?

- Did the improvements build on existing methods or introduce new approaches?
- What impact did this improvement have on the bigger picture?
- How did you weigh up the need for urgency versus caution in getting this done?
- How did you ensure that relevant existing procedures were adhered to in this process?
- How did you set goals and make plans?

Tell me about a time when you transformed an idea into a significant improvement for your organisation, department or team.

- Where did this idea originate?
- What strategic issues did you consider?
- How did you decide on the timing of implementation?
- How did you ensure your idea fitted with the accepted approach to getting things done?
- How did you monitor quality?

Interview questions

Intellectual

Strategic Vision

1	2	3	4	5

Result: Marginal fit

Description

This competency is concerned with creating a clear view of the future of the business. People demonstrating Strategic Vision consider the long-term goals of their organisation and define the strategy that will enable others to achieve this. They also take into account the broader context in which their business operates and anticipate future changes or challenges for the organisation.

Questions

Tell me about your role in creating a compelling vision for the future of your department or organisation.

- How did you identify the key strategic issues?
- How did you balance current realities and future possibilities when creating your vision?

What is the greatest strategic challenge that you have faced in your career so far and how did you respond to it?

- What implications did this have for the future?
- Were you more concerned with initiating change or with maintaining stability?

Interview questions

Intellectual

Commercial Awareness

1	2	3	4	5

Result: Acceptable fit

Description

Those who are commercially aware consider the flow of money and resources through an organisation, and the need to get maximum value at each stage. They seek to achieve commercial objectives, such as profitability, so that the business can be as competitive and successful as possible.

Questions

Tell me about an organisation that you have worked for that has maximised its profitability. What part did you play?

- Did you have too much or too little control over others?

Describe a situation where you ensured financial factors were considered.

- How did you influence others to contribute to the organisation's commercial success?

Interview questions

Intellectual

Clear Written Communication

1	2	3	4	5

Result: Marginal fit

Description

This competency concerns the ability to write clearly and succinctly. Clear Written Communication means adapting style and content to meet the demands of the situation and audience. To communicate clearly and effectively will usually mean using well-structured, logical arguments and avoiding unnecessarily technical or complex language.

Questions

Can you give me examples of how you have adapted your writing style to communicate with different audiences?

- How did you inspire your audience and appeal to them at an emotional level?
- How did you ensure your work was appropriate to the audience?
- How did you structure and organise this piece of work?

Can you give me an example of a time when you communicated complex matters to a non-specialist audience in a written format?

- How did you engage your audience?
- What conventions did you follow?
- Tell me about the planning you did for this.

Interview questions

Intellectual

Technological Orientation

1	2	3	4	5

Result: Acceptable fit

Description

Those demonstrating Technological Orientation show comfort and aptitude with using technology in order to reach goals more efficiently and to a higher standard. It means showing an openness to advancements in technology and being quick to understand them. People who are strong in this area will use technology appropriately, and will help others to appreciate and understand the benefits of using technology.

Questions

Give an example of when you have used technology effectively to deliver a project.

- If you did this again, would you change anything?

Describe a time when you have had to learn to use a new piece of technology.

- How long were you aware of this new technology before you learned to use it?

Interview questions

Drive and Resilience

Drive for Excellent Results

1	2	3	4	5

Result: Marginal fit

Description

This competency requires a strong focus on setting and meeting high standards. People who drive for excellent results expect high standards from themselves and others. To be sure of this, they will take appropriate steps to monitor the quality of their own work and that of others.

Questions

Please give an example of when you have exceeded the standard that has been agreed.

- How did you organise yourself and ensure you persevered to achieve this within the deadline?
- Did you opt for speed or accuracy?
- How did you ensure that you got things right?

Give an example of when you have had to ensure others worked to deliver high-quality results.

- How did you communicate the standard required?
- How did you balance monitoring with taking direct action?
- Who was responsible for achieving high quality – you or others?

Interview questions

Drive and Resilience

Customer Focus

1	2	3	4	5

Result: Marginal fit

Description

People demonstrating Customer Focus are keen to develop strong, lasting relationships with their clients. They are driven by a desire to understand and satisfy their customers' needs, exceeding their expectations wherever possible. This competency may be concerned with clients inside or outside the organisation; internal customers may be other departments or individuals from the same organisation.

Questions

Please give an example of when you have demonstrated a customer-oriented approach.

- Describe the relationship you had with your customer.
- How did your customer know what to expect?
- How long did it take you to develop a trusting relationship?

Tell me how you dealt with a challenging customer.

- What was more important, your own feelings or supporting this customer?
- What details and information did you record about this situation?
- In what way were you responsible for this situation being challenging?

Interview questions

Drive and Resilience

Continuous Learning

1	2	3	4	5

Result: Marginal fit

Description

This competency is concerned with continually seeking new knowledge and skills, as well as developing existing capabilities. It involves taking advantage of all opportunities for professional development, seeking feedback on both style and performance, learning from others and gaining valuable lessons from successes and mistakes.

Questions

How have you ensured that your knowledge and skills are sufficiently up to date?

- How do you ensure that you are open to learning new things as well as perfecting what you already know?
- Tell me about how you planned this development.
- How do you know if you have a development need?
- What risks and challenges have you encountered when learning new skills?

Tell me about a time when you have sought feedback from others. How did you do it and how did you use the information to improve the way you work?

- What changes in your approach resulted from this?
- Which aspects of this were planned in advance?
- What prompted you to seek feedback?
- Tell me how criticism affects you.

Interview questions

Drive and Resilience

Coping with Pressure

1	2	3	4	5

Result: Acceptable fit

Description

Coping with pressure requires a positive attitude in stressful situations or following failure. It relies on the ability to manage one's own emotions, a willingness to take on challenging tasks, and the energy to remain focused on those tasks when presented with obstacles.

Questions

Describe a time when you received criticism at work. How did you react?

- What would others have noticed about your feelings in this situation?
- Which aspects of the criticism did you accept and which did you reject?
- In what way did you challenge this criticism?

Tell me about a time when you had to deal with aggressive customers or colleagues.

- What feelings or emotions did you convey in this situation?
- How much responsibility did you take for this problem?
- Did you react with sensitivity or with a challenge to the other person?

Interview questions

Drive and Resilience

Initiative

1	2	3	4	5

Result: Acceptable fit

Description

People showing Initiative are constantly looking for things to do. They are self-confident and proactive and will generate activity for themselves rather than waiting for instruction. They are also prepared to take risks if they feel there is potential benefit in doing so.

Questions

Tell me about an important piece of work or project you were responsible for.

- What tactics did you use to maintain your self-motivation?
- What personal shortcomings affected your ability to do this?
- How did you respond to setbacks and problems?
- What was your reaction to any pressure or criticism from others?
- What was important here – to develop better approaches or stick to routine?
- Tell me how you included other people's needs as well as your own.

Please give an example of when you had to take the initiative to get something done. What prompted you to do this?

- Could you have done this quicker?
- How did you know you were taking the right course of action?
- Did you experience any challenges or disappointments? In what way did this affect your work?
- How did you manage the risks in this situation?
- Were you focused on maintaining predictability or creating something new?
- Did you get things done your way or include other people's views? Why?

Interview questions

Drive and Resilience

Flexibility

1	2	3	4	5

Result: Good fit

Description

This competency is concerned with responding well to change. It requires a positive attitude to changes and a readiness to adapt when presented with new information, new situations or shifting priorities.

Questions

Tell me about the most difficult change you have dealt with at work.

- What did you need to know about the changes before you responded?
- What did others notice about your mood and coping strategy during this time?
- Did you conform to what was expected?
- How did you plan and organise this work?
- Was it more important to be enthusiastic or cautious about this change?

Please give an example of when you have responded to changing work priorities.

- What was your reaction to the need for change?
- What coping strategies did you adopt to deal with this situation?
- What standards did you have to adhere to in order to respond?
- Describe what steps you took in adapting your usual work plan to accommodate this change.
- How did you balance enthusiasm with caution?

Interview questions

Drive and Resilience

Decision-Making

1	2	3	4	5

Result: Good fit

Description

This competency is concerned with making clear, appropriate decisions. This may be necessary even with incomplete or ambiguous information, and under time pressure. An effective decision-making style requires the resilience to make unpopular decisions where necessary, and to take responsibility for the outcomes and impact of those decisions.

Questions

Tell me about an occasion when you have had to make a difficult decision involving other people.

- How did you ensure people's feelings were taken into account?
- How did you share unpopular decisions with people?
- How did you include others in the decision as well as ensure your own views were incorporated?
- How much data was missing or ambiguous? How did you deal with this?
- Describe how you involved other people in making this decision.

Using a recent example of an important decision you have made with other people, tell me about your decision-making process.

- What did you/others personally feel about this decision?
- How did you know you had made the right decision?
- Who made the final decision?
- How much time did you spend reflecting on broader possibilities?
- How did you involve other people in this?

Interview questions

Drive and Resilience

Planning and Organising

1	2	3	4	5

Result: Poor fit

Description

This competency requires people to establish and prioritise tasks and objectives in order to manage time and resources appropriately. Effective planners will set deadlines based on the time required for each task, and on how each part of their plan affects the others. They will also have backup plans in case the situation changes.

Questions

Give me an example of when you have had to organise a major piece of work, project or event.

- How did you prioritise your work?
- How did you establish guidelines and processes for this work?

Describe a time when you planned a project that involved other people. How did you allocate tasks to them?

- What did you do to communicate the plan to them?
- How did you ensure consistency of standards and behaviour between people?

Interview questions

Drive and Resilience

Reliability

1	2	3	4	5

Result: Marginal fit

Description

People demonstrating Reliability are conscientious and focused on working for the good of their team and organisation. They willingly follow processes and procedures, rarely miss work or appointments and always warn others in advance if it seems they might fail to meet their commitments.

Questions

Give an example of a time when you were unable to fulfil a promise you had made to a work colleague or client.

- What more could you have done to fulfil your commitments?
- How did you demonstrate persistence, planning and organisation in this situation?
- Did you take control or fit in with what others wanted?

Describe a time when you had to do some work that didn't stimulate you.

- Did you persevere or find a way around it?
- What new or different approaches did you use to get through this?
- Did you comply or fight for what you wanted?

Interview questions

Interpersonal

Cooperative Teamwork

1	2	3	4	5

Result: Acceptable fit

Description

Cooperative teamworking means building supportive relationships within a team, based on trust and respect. It requires listening to each other, adapting to other people's different ways of working and focusing on shared goals. It also means being willing to challenge others and to accept challenge as a way of getting the best results for the team.

Questions

Tell me about how you built strong working relationships in your current/last job.

- In what way did you need support from this group?
- Were you primarily friends or colleagues?
- How did you manage situations where a high level of trust was required?
- Tell me how you provided others with feedback.
- How would others describe your energy levels and patience?

Give an example of when you have had to manage a difficult relationship at work.

- How did you collaborate with others to solve this problem?
- In what way did you want to support this person?
- What positive expectations did you have about this particular person?
- Could you have been tougher in this situation?
- Could this issue have been resolved more quickly?

Interview questions

Interpersonal

Influencing

1	2	3	4	5

Result: Acceptable fit

Description

Influential communicators balance the need to shape outcomes in the short term with the requirement to maintain successful long-term relationships. This means understanding others, knowing what will motivate and enthuse them towards suggested actions, and also what to give and what to hold back in negotiations. It also often requires the use of personal and professional contacts to achieve influence across teams or organisations.

Questions

Please give an example of when you have persuaded a colleague to use a particular approach when completing a piece of work.

- Was it more important to be assertive or accommodating in this situation?
- How confident do you think you appeared in this situation?
- What went well and what went less well in this situation?
- How did you know you could trust this person?
- Were you diplomatic or forthright with this person?

Give an example of when you have had to negotiate your way past objections.

- How did you put forward your own needs and viewpoints, whilst ensuring that others' wishes were accommodated?
- Do you think you were more sensitive or more tough in this situation?
- How self-confident were you in this situation?
- How did you create a climate of trust in this situation?
- Was it more important to be cautious about what you revealed or open with others in this situation?

Interview questions

Interpersonal

Clear Oral Communication

1	2	3	4	5

Result: Acceptable fit

Description

This competency concerns the ability to speak clearly and fluently. It is demonstrated by taking a logical, structured approach, adapting to the needs of the situation and the nature of the audience. It also involves checking the audience has understood the message. Beyond merely presenting clearly, this competency is also concerned with ensuring strong two-way communication.

Questions

Please give an example of a time when you have used effective oral communication to explain complex concepts to others. How did you ensure they understood your points?

- What went well and what went less well?
- How would you describe your level of confidence in this situation?
- Did you need to adopt a conventional approach or an original approach for this audience?

Tell me about the last presentation you gave.

- How did you deal with any signs of criticism from others?
- What sort of feedback were you aware of as you were presenting?
- Did you stick to a familiar approach or try something new?

Interview questions

Interpersonal

Management of Others

1	2	3	4	5

Result: Acceptable fit

Description

At all levels, effectively managing others means enabling them to perform. Essential to achieving this is setting a clear direction and delegating fairly and appropriately to give direct reports the means to achieve their goals. Those who manage others effectively will also look for opportunities to develop them by encouraging them to take on greater responsibility and make decisions for themselves.

Questions

Tell me about a time when you were responsible for managing someone or a team of people. This may be with or without formal management authority.

- Do you think you achieved the right balance when consulting with others?
- How did you manage your emotions when things became challenging?
- Would you consider yourself task- or people-oriented? Can you explain why?
- Are you more resilient or sensitive to criticism?
- Have you been alerted to any personal errors you've made when managing others?
- How do you gain an insight into the motivations and trustworthiness of others?

Tell me about a time when you have delegated an important task to someone else.

- How did you balance allowing freedom with giving direction?
- What sorts of problems emerged and what skills did you use to deal with them?
- How did you balance your own and the other person's needs in this situation?
- What disagreements were you aware of, and how did you manage them?
- How did you know you took the right approach to this situation?
- Could you have been more positive in your expectations of this person?

Interview questions

Interpersonal

Integrity and Respect for Others

1	2	3	4	5

Result: Marginal fit

Description

People demonstrating integrity take an ethical approach to their work and relationships. They are discreet with confidential information, whether it is of a personal or professional nature, and treat others fairly. They will also take action when they believe others, or the organisation itself, are acting unethically.

Questions

Give an example of when you incorporated values and ethics into your decision-making.

- Were there established guidelines to help you decide what to do?
- Would it have been better to withhold information or reveal it in this situation? Why?
- How did you evaluate what was right and wrong in this decision?

Describe a time when you had to challenge the behaviour or views of a colleague that were inappropriate or unlawful.

- Were there established guidelines to help you decide what to do?
- Was it more important to be direct or subtle?
- Could you have been more categorical about right and wrong in this situation?

Appendix 1: Competency definitions

Competency	Definition
Analytical Problem-Solving	This competency is concerned with applying an analytical approach to solving problems and reaching logical conclusions. This means gathering information from a variety of sources and quickly gaining an understanding of it. It requires working effectively with complicated, conflicting or ambiguous information, and looking beyond the surface of issues to identify their underlying patterns and causes.
Clear Oral Communication	This competency concerns the ability to speak clearly and fluently. It is demonstrated by taking a logical, structured approach, adapting to the needs of the situation and the nature of the audience. It also involves checking the audience has understood the message. Beyond merely presenting clearly, this competency is also concerned with ensuring strong two-way communication.
Clear Written Communication	This competency concerns the ability to write clearly and succinctly. Clear Written Communication means adapting style and content to meet the demands of the situation and audience. To communicate clearly and effectively will usually mean using well-structured, logical arguments and avoiding unnecessarily technical or complex language.
Commercial Awareness	Those who are commercially aware consider the flow of money and resources through an organisation, and the need to get maximum value at each stage. They seek to achieve commercial objectives, such as profitability, so that the business can be as competitive and successful as possible.

Competency	Definition
Continuous Learning	This competency is concerned with continually seeking new knowledge and skills, as well as developing existing capabilities. It involves taking advantage of all opportunities for professional development, seeking feedback on both style and performance, learning from others and gaining valuable lessons from successes and mistakes.
Cooperative Teamwork	Cooperative teamworking means building supportive relationships within a team, based on trust and respect. It requires listening to each other, adapting to other people's different ways of working and focusing on shared goals. It also means being willing to challenge others and to accept challenge as a way of getting the best results for the team.
Coping with Pressure	Coping with pressure requires a positive attitude in stressful situations or following failure. It relies on the ability to manage one's own emotions, a willingness to take on challenging tasks, and the energy to remain focused on those tasks when presented with obstacles.
Customer Focus	People demonstrating Customer Focus are keen to develop strong, lasting relationships with their clients. They are driven by a desire to understand and satisfy their customers' needs, exceeding their expectations wherever possible. This competency may be concerned with clients inside or outside the organisation; internal customers may be other departments or individuals from the same organisation.

Competency	Definition
Decision-Making	This competency is concerned with making clear, appropriate decisions. This may be necessary even with incomplete or ambiguous information, and under time pressure. An effective decision-making style requires the resilience to make unpopular decisions where necessary, and to take responsibility for the outcomes and impact of those decisions.
Drive for Excellent Results	This competency requires a strong focus on setting and meeting high standards. People who drive for excellent results expect high standards from themselves and others. To be sure of this, they will take appropriate steps to monitor the quality of their own work and that of others.
Flexibility	This competency is concerned with responding well to change. It requires a positive attitude to changes and a readiness to adapt when presented with new information, new situations or shifting priorities.
Influencing	Influential communicators balance the need to shape outcomes in the short term with the requirement to maintain successful long-term relationships. This means understanding others, knowing what will motivate and enthuse them towards suggested actions, and also what to give and what to hold back in negotiations. It also often requires the use of personal and professional contacts to achieve influence across teams or organisations.

Competency	Definition
Initiative	People showing Initiative are constantly looking for things to do. They are self-confident and proactive and will generate activity for themselves rather than waiting for instruction. They are also prepared to take risks if they feel there is potential benefit in doing so.
Innovation	Innovation is about turning creative ideas into original solutions. This competency is concerned with producing new or different approaches to current situations and enabling this creativity in others. An innovative approach involves both generating ideas and seeing them through to implementation.
Integrity and Respect for Others	People demonstrating integrity take an ethical approach to their work and relationships. They are discreet with confidential information, whether it is of a personal or professional nature, and treat others fairly. They will also take action when they believe others, or the organisation itself, are acting unethically.
Management of Others	At all levels, effectively managing others means enabling them to perform. Essential to achieving this is setting a clear direction and delegating fairly and appropriately to give direct reports the means to achieve their goals. Those who manage others effectively will also look for opportunities to develop them by encouraging them to take on greater responsibility and make decisions for themselves.

Competency	Definition
Planning and Organising	This competency requires people to establish and prioritise tasks and objectives in order to manage time and resources appropriately. Effective planners will set deadlines based on the time required for each task, and on how each part of their plan affects the others. They will also have backup plans in case the situation changes.
Reliability	People demonstrating Reliability are conscientious and focused on working for the good of their team and organisation. They willingly follow processes and procedures, rarely miss work or appointments and always warn others in advance if it seems they might fail to meet their commitments.
Strategic Vision	This competency is concerned with creating a clear view of the future of the business. People demonstrating Strategic Vision consider the long-term goals of their organisation and define the strategy that will enable others to achieve this. They also take into account the broader context in which their business operates and anticipate future changes or challenges for the organisation.
Technological Orientation	Those demonstrating Technological Orientation show comfort and aptitude with using technology in order to reach goals more efficiently and to a higher standard. It means showing an openness to advancements in technology and being quick to understand them. People who are strong in this area will use technology appropriately, and will help others to appreciate and understand the benefits of using technology.



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