Teamwork Development Report

Ima M Leeder

July 7, 2016

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Introduction

This report summarizes your responses to the questionnaire you took. The questions you answered were chosen to help develop a picture of you, and your report will probably confirm some things you already know about yourself. The report may not give a perfect picture of you, but it is a good estimate based on the set of questions you answered. Rather than taking the whole report at face value, treat it as a chance to think about whether the information fits you. If you have questions, be sure to ask your teamwork development professional to help you understand the feedback.

Personality Feedback

The material below is based on Ms. Leeder's responses to the 16PF Questionnaire. Bolded words are used to highlight Ima's most distinctive qualities.

Less Stressed / More Stressed

At the present time, Ima presents herself as **more stressed**, or perhaps prone to feeling upset, than many people report being. This could reflect a normal reaction to her current circumstances, or it might be her characteristic style. If Ima is feeling distressed at present, it might be appropriate for her to explore or discuss the nature of her distress with a counselor or a supportive professional. At the present time, she may be feeling somewhat pessimistic about life and her ability to handle its challenges. Her frustrations and problems may lead her to feel discouraged or **reactive**. Sometimes Ima may let her feelings or fears about situations overshadow her resources for dealing with them. This may be because her life is quite complicated right now, or it may be that she generally feels this way. However, given that teamwork environments can involve complex challenges and continuously changing environments, it may be that Ima will need to pay attention to her need for stability, and to be aware of her responses to pressure. Like many adults, she sometimes feels worried or doubts herself, especially when she feels personally threatened. She may be rather sensitive to criticism and often fears others' disapproval. Thus, Ima may often be reluctant to confront another team member if needed, or to take on new challenges if they raise her self-doubts. Ima can be rather restless and driven, and may sometimes react with impatience or frustration if her wishes are not addressed quickly. It may be that she is always like this, or that this quality showed up in her questionnaire because life feels challenging to her right now. However, Ima may need to be more aware of the impact of this quality on her teammates, who may see her as demanding or needlessly **impatient**. She might feel even more distress except that: Ima shows some tendency to be trusting and accepting of other people and their motives. She isn't likely to expend a lot of energy wondering about whether others might have harmful intentions towards her. This quality is likely to be well-received by Ima's teammates, as it contributes to the team's sense of cohesion.

Accommodating / Self-Directed

Generally, Ima has some tendency to adapt to her environment and be accommodating to others' wishes. Whereas some people are very active in shaping things to their liking, Ima is more likely to go along with situations as they present themselves. She may feel that taking a persuasive or forceful stance is simply not worth the risk, especially if it means creating conflict with others. Ima shows some tendency to be deferential. That is, she probably tends to go along with others rather than exert her own opinion or needs. Some research has shown this accommodating quality to be associated with favorable team-member ratings. However, she may need to make sure that her deferential style does not also risk the loss of her input and participation in the team's processes. Ima is usually modest or **hesitant** in social arenas, often feeling timid when in an awkward social situation. This quality may help Ima to avoid drawing the attention of others. However, it means that Ima might risk some of her

contribution being lost, because more bold people in the team take the opportunity to have more influence. Ima tends to be rather trusting of other people's motivations rather than to question them. Whereas some people keep control over situations by being vigilant about what others are doing, this vigilance usually does not appear to shape Ima's stance on influencing or persuading others. Rather, she seems content to accept others at face value, a quality that has been associated with good peer ratings in teamwork. Sometimes, though, she can be more forcefully self-directed. She has some tendency to be experimenting. She will question traditional viewpoints, and probably would press for change more often than to advocate the status quo. At times, her eagerness for altering team processes may leave less eager team members feeling criticized, or that their reluctance is being dismissed.

Open-Minded / Tough-Minded

Ima has some tendency to be open-minded rather than tough-minded. That is, Ima may tend toward openness and exploration, rather than resolving to handle things and taking action. More often than not, she will be receptive and willing to look at a problem from a new viewpoint. This style, in fact, is associated with better peer ratings in the area of decision-making. Ima is a **sensitive**, reflective person who may often base decisions on her own feelings or subjective preferences, rather than on a more objective basis or perspective. Ima is likely to care about how something is presented, not just what is presented. She is especially likely to appreciate cultured sensitivities and manners, rather than a blunt or brass-tacks approach. This sensitivity seems to be appreciated by peers in decision-making and communication processes, as reflected by better peer ratings. She is somewhat more likely to be open to change than to be traditional. Ima can be open to learning about new ideas, and to having new experiences. More often than not, Ima is likely to consider a new approach to a problem, and may well advocate for the new approach. This style may sometimes be challenging for team members who prefer tried-and-true methods and who would rather stay in familiar territory. She would be even more open and receptive, except that: Ima tends somewhat to focus on practical considerations. Her style is often pragmatic and solution-oriented. This may sometimes mean that she is focused on her intended course of action, rather than on reviewing many possible approaches. In fact, brainstorming or idea generation may be hard for Ima, and her style may present challenges for team members who like to explore more options before deciding on a solution, much less beginning to take action.

Introverted / Extraverted

Ima's extraversion is average; she would be about as social as most people. That is, she probably balances solitary activities with those that involve social contact. On the introverted, or more solitary, side: She is often **shy** and retiring, and at times may be hesitant to express herself or draw attention to herself in social groups. This may make it difficult for her to speak up in team meetings. It may be important for Ima to acknowledge this reluctance, and either to speak despite her fear or to find avenues outside of group meetings in which to make her contribution to the team process. Ima shows some tendency to keep personal matters to herself. Given that she can be somewhat private, it may take others a while to get to know her well. Others may not understand why Ima doesn't talk about herself more. In fact, too little self-disclosure seems to correlate with lower peer ratings in communication and relating to others. On the extraverted, or more people-oriented, side: Ima shows some tendency to be group-oriented, and to enjoy doing things with others, rather than on her own. Because teamwork is a group activity, Ima's enjoyment of doing things with others can enhance team cohesion. However, this quality can also mean that she may at times be reluctant to act self-sufficiently. If others in the group wish for more independent action from Ima, especially in performance of her individual tasks within the team, they may not understand her preference for taking action only with others.

Unrestrained / Self-Controlled

Ima's overall self-control is average. At times, Ima may show the self-discipline and conscientiousness needed to meet her responsibilities. At other times, she may be less restrained, following her own wishes. Ima tends to respect conventional rules and behavioral conduct rather than to disregard them. At times when she needs to set aside her own wishes in order to meet her obligations, being dutiful may provide her some motivation for doing so. Ima shows some tendency to focus on pragmatic, down-to-earth matters. She probably likes to focus on things that need to get done, rather than getting lost in ideas about things. This grounded quality can help contribute to her being seen as having some self-control.

Ideas for Development

Based on Ima's personality profile, the list below offers some ideas to consider in creating a personalized plan for growth and development. The list does not include all possible ideas, but it can be used to trigger thoughts about actions to take. Ima should also consider other sources of information, such as input from her supervisors and co-workers, ideas from previous training and development activities, and Ima's own interests and readiness to pursue additional training and self-development.

- Ima's shyness hinders participation in social settings like meetings, but she may want to identify other avenues for making an impact.
- Ima's level of present distress suggests that discussions with a counselor or supportive professional might be helpful.
- Ima may need to pay special attention to her need for stability, to reduce stress as much as possible, and to give extra self-care during pressure-filled times.
- Ima may feel impatient, especially in times of stress, and the team may be ill-served by her added frustration and tension.
- Because of her hesitant nature, she may find herself reacting to others' influences, rather than being influential herself.

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Teamwork Development Report

Jeff Johnson

July 7, 2016

CONFIDENTIAL

Introduction

This report summarizes your responses to the questionnaire you took. The questions you answered were chosen to help develop a picture of you, and your report will probably confirm some things you already know about yourself. The report may not give a perfect picture of you, but it is a good estimate based on the set of questions you answered. Rather than taking the whole report at face value, treat it as a chance to think about whether the information fits you. If you have questions, be sure to ask your teamwork development professional to help you understand the feedback.

Personality Feedback

The material below is based on Mr. Johnson's responses to the 16PF Questionnaire. Bolded words are used to highlight Jeff's most distinctive qualities.

Less Stressed / More Stressed

At the present time, Jeff presents himself as significantly **less stressed** than most people. It may be that it takes a lot to upset him. Or it may be that his life isn't really stressful right now. Even so, sometimes very low scores suggest that a person tends to play down or avoid looking at his troubles. Jeff may want to consider whether family, friends, or co-workers have suggested that he seems to react with less upset than most people might. If so, this difference could mean that others won't understand Jeff's lack of reaction. He does feel fairly optimistic about life and his ability to handle its challenges. He has some tendency to meet challenges with calm and inner strength. If Jeff is not prone to avoid looking at his troubles, this stability will enhance his ability to adapt to teamwork settings that involve change and challenge. He typically feels sure about himself and is relatively **unworried** at the present. He usually does not harbor doubts about how others perceive him. This means that Jeff is likely to take on new challenges rather than letting self-doubt keep him from acting. On occasion, though, this much self-assurance might cause Jeff to miss out on opportunities for receiving, much less learning from, constructive input from others. At present, Jeff is **relaxed** and composed. He is tolerant of others and has few feelings of frustration or impatience. As long as Jeff isn't so relaxed as to lack motivation or drive to be productive, this quality is probably well-received by his teammates.

Open-Minded / Tough-Minded

Jeff can be somewhat tough-minded. That is, he may tend to approach tasks and problems with an emphasis on being objective and on getting things done. Instead of spending much time wishing a problem would go away, he is more likely to think about what needs to be done, and to be resolved to address the problem. In doing so, he probably relies heavily on his previous experiences and his current way of thinking. As a result, he may find it hard to consider things from another point of view. In fact, this quality has been associated with lower peer ratings in the area of decision making -- suggesting that too little exploration of options, and too little consideration of interpersonal considerations in the process, both result in poorer decision making. Jeff tends to be rather objective, and likely to focus on the function and purpose of matters rather than on subjective perceptions, such as those that involve appearances or emotions. He may sometimes appear closed off to subjective input from others, especially when it comes to their feelings. With some tendency to get to the point, even if it's done so bluntly, his approach may be a little bit "brass tacks" for people who pay attention not just to what is said, but also to how it is said. In fact, there is some tendency for people who are too objective to get lower peer ratings in processes of communication and decision-making. Jeff tends somewhat to focus on practical considerations. His style is often pragmatic and solution-oriented. This may sometimes mean that he is focused on his intended course of action, rather than on reviewing many possible approaches. In fact, brainstorming or idea generation may be hard for Jeff, and his style

may present challenges for team members who like to explore more options before deciding on a solution, much less beginning to take action.

Accommodating / Self-Directed

Jeff's lifestyle is balanced between the need to exert his will and control his environment versus a willingness to adapt to his environment and accommodate others' wishes. While at times he may be rather influential and persuasive, Jeff does not tend consistently to do so at the risk of disregarding the needs and input of others.

Introverted / Extraverted

Jeff's extraversion is average; he would be about as social as most people. That is, he probably balances solitary activities with those that involve social contact.

Unrestrained / Self-Controlled

Jeff's overall self-control is average. At times, Jeff may show the self-discipline and conscientiousness needed to meet his responsibilities. At other times, he may be less restrained, following his own wishes. Jeff shows some tendency to focus on pragmatic, down-to-earth matters. He probably likes to focus on things that need to get done, rather than getting lost in ideas about things. This grounded quality can help contribute to his being seen as having some self-control.

Ideas for Development

Based on Jeff's personality profile, the list below offers some ideas to consider in creating a personalized plan for growth and development. The list does not include all possible ideas, but it can be used to trigger thoughts about actions to take. Jeff should also consider other sources of information, such as input from his supervisors and co-workers, ideas from previous training and development activities, and Jeff's own interests and readiness to pursue additional training and self-development.

- Jeff's lack of distress suggests that his present life may present few challenges (in fact, there may be too few challenges at present). Or, it may be that Jeff plays down his troubles. Other people may feel dismissed or alienated because he has so little reaction to or understanding of things that they find stressful.
- Because Jeff's level of self-assurance is so high, he may not take in feedback from other team members, and may be reluctant to look at the role that he plays in contributing to a problem situation.

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Teamwork Development Report

Shannon Smith

July 7, 2016

CONFIDENTIAL

Introduction

This report summarizes your responses to the questionnaire you took. The questions you answered were chosen to help develop a picture of you, and your report will probably confirm some things you already know about yourself. The report may not give a perfect picture of you, but it is a good estimate based on the set of questions you answered. Rather than taking the whole report at face value, treat it as a chance to think about whether the information fits you. If you have questions, be sure to ask your teamwork development professional to help you understand the feedback.

Personality Feedback

The material below is based on Ms. Smith's responses to the 16PF Questionnaire. Bolded words are used to highlight Shannon's most distinctive qualities.

Less Stressed / More Stressed

At the present time, Shannon presents herself as **more stressed**, or perhaps prone to feeling upset, than many people report being. This could reflect a normal reaction to her current circumstances, or it might be her characteristic style. If Shannon is feeling distressed at present, it might be appropriate for her to explore or discuss the nature of her distress with a counselor or a supportive professional. At the present time, she may be feeling somewhat pessimistic about life and her ability to handle its challenges. Her frustrations and problems may lead her to feel discouraged or **reactive**. Sometimes Shannon may let her feelings or fears about situations overshadow her resources for dealing with them. This may be because her life is quite complicated right now, or it may be that she generally feels this way. However, given that teamwork environments can involve complex challenges and continuously changing environments, it may be that Shannon will need to pay attention to her need for stability, and to be aware of her responses to pressure. Shannon often spends a good deal of energy being vigilant about others' motivations and intentions toward her. Shannon tends to be **wary** of others and would be quicker to blame them than herself if things go wrong. This may contribute to a sense of competitiveness and tension within the team, and Shannon may find that her teammates resent this quality. While many people feel **worried** and self-doubting, she seems to worry more than many people do. She probably feels sensitive to criticism, and may often fear others' disapproval. Thus, Shannon may often be reluctant to confront another team member if needed, or to take on new challenges if they raise her doubts about her abilities.

Introverted / Extraverted

Shannon's personality is highly **extraverted**. She shows a strong preference for social contact and being with others. Shannon enjoys interacting with others, and is probably energetic and verbal in her communication. Many people probably appreciate this interpersonal quality, and Shannon probably appreciates this kind of style in others. However, more introverted people may find some extraverts to be "too much" for their quieter, more reflective style. In fact, if Shannon seeks a good deal of contact with others, her more introverted team members might feel sought out more than they might like, sometimes even to the point of feeling intruded upon. She is very **warm** and personally responsive. Shannon enjoys having close relationships with others. She may not as easily identify with someone who has less interest in this kind of closeness. She tends to be somewhat on the socially bold side. She is unlikely to feel intimidated in group settings. In team meetings, therefore, she may be more likely than her shyer counterparts to feel comfortable. Shannon shows some tendency to be **group-oriented**, and to enjoy doing things with others, rather than on her own. Because teamwork is a group activity, Shannon's enjoyment of doing things with others can enhance team cohesion. However, she may avoid solitary activities or be reluctant to take initiative or to act with

self-sufficiency. If others in the team wish for more independent action from Shannon, especially in performance of her individual tasks within the team, they may not understand her preference for involving others.

Accommodating / Self-Directed

Shannon's preferred lifestyle is highly **self-directed** and independent, leading to active attempts to achieve control of others and the environment. She prefers to form her own opinions and course of action, rather than being told what to think or do. Others probably perceive Shannon to have a rather forceful social presence, and to be persuasive in attempting to influence things to her liking. At the extreme, she may disregard the needs of others in her attempts to achieve her desired goals. In fact, high scores on independence have been associated with lower peer ratings of teamwork behaviors that involve relating to other people, communicating, and adapting to change. In interpersonal relationships, Shannon tends to lead or be dominant. She probably likes to be in charge and feels comfortable expressing herself and directing others. At times, she can be somewhat forceful and persistent about getting her way. A certain amount of self-assertion can be helpful, and is often seen in competent workers including leaders and managers. However, if this quality is not also tempered with interpersonal consideration, it can interfere with successful relationships with other team members. In fact, being domineering is a quality that has been associated with receiving lower peer ratings in teamwork settings, perhaps because teamwork requires more internal cooperation, communication and coordination than more traditional, "top-down" management settings. Shannon has some tendency towards being bold and venturesome, especially in social arenas. This quality helps contribute to Shannon's attempts to influence situations in her life. However, Shannon can at times risk being so bold that she overruns other members of the team who find self-expression to be harder. Shannon is **vigilant** and skeptical about other people's intentions and actions. Thus, her alertness might help her anticipate others' attempts to control her, and aid her efforts to be in control of her life. However, this skepticism often includes a tendency to blame others for what is happening, rather than to look at one's own role in a situation. In teamwork, this quality is associated with lower peer ratings, perhaps because cooperation and trust between team members is so important to teamwork.

Open-Minded / Tough-Minded

Shannon has some tendency to be open-minded rather than tough-minded. That is, Shannon may tend toward openness and exploration, rather than resolving to handle things and taking action. More often than not, she will be receptive and willing to look at a problem from a new viewpoint. This style, in fact, is associated with better peer ratings in the area of decision-making. She is oriented to cooperation in her relationships with others, and enjoys warm interpersonal relationships. People probably feel that she seems warm and **open to others**.

Unrestrained / Self-Controlled

Shannon's overall self-control is average. At times, Shannon may show the self-discipline and conscientiousness needed to meet her responsibilities. At other times, she may be less restrained, following her own wishes.

Ideas for Development

Based on Shannon's personality profile, the list below offers some ideas to consider in creating a personalized plan for growth and development. The list does not include all possible ideas, but it can be used to trigger thoughts about actions to take. Shannon should also consider other sources of information, such as input from her supervisors and co-workers, ideas from previous training and development activities, and Shannon's own interests and readiness to pursue additional training and self-development.

- Shannon might seek out others more than she is invited to do. She may be perceived as "too much" by quieter introverts, or those who need uninterrupted time to be productive.
- Because Shannon likes personable relationships, she may not understand others who do not seek the same level of closeness.
- Teamwork is a group activity, and Shannon's liking for doing things with others suits a teamwork environment. However, it may also hinder her taking initiative and achieving things individually.
- Shannon's level of present distress suggests that discussions with a counselor or supportive professional might be helpful.
- Shannon may need to pay special attention to her need for stability, to reduce stress as much as possible, and to give extra self-care during pressure-filled times.
- Shannon's wariness and focus on others' motivations may add a sense of competitiveness and tension to the team. It might be more constructive if Shannon pursued understanding her own needs and motives, and putting those into play.
- She may be reluctant to take on new challenges, or to serve the team by being willing to confront other team members who aren't carrying their share. It might be important for Shannon to develop ways to reassure herself. That is, she should seek reassurance and guidance, so that she feels able to follow through on her tasks.
- Because Shannon's style is self-directed and forceful, her efforts to shape things to her liking may too often take the form of a "power over" stance in relationship to other people. Other team members may resent Shannon's attempts to influence them.

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Teamwork Development Report

Professional's Summary

July 7, 2016

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The following pages are intended for qualified professionals only, and are not designed to share with the test taker. Familiarity with the 16PF Fifth Edition Questionnaire is required for appropriate use of this report. The *16PF® Fifth Edition Questionnaire Manual* describes how to administer and interpret the test. The *16PF® Teamwork Development Report User's Guide* explains this report's development, and research findings that are related to its contents.

The following pages contain data that includes anxiety-related content, which may be inappropriate for use in selection settings. **In fact, the Teamwork Development Report is designed for use in teamwork development applications, and the publisher does not recommend using this report for selection purposes.** This report is best used for raising team member awareness of personality style and the impact of personality on teamwork processes.

The personality-based teamwork feedback in this report should be treated as hypotheses to confirm, and should be combined with other sources of information, such as input from performance evaluations, co-workers, additional assessment results, and the team members themselves.

Professional's Team Summary Graph

This team summary is intended for qualified professionals only. Team means and standard deviations are presented in the left-hand columns. The number of people who obtained a given sten score is presented in the frequency distribution graph at the right. The box (□) in the graph shows the team's mean score, rounded to the nearest whole sten.

Global Factor Scales

Sten	SDev	Factor	Left Meaning	1	2	3	4	5	6	7	8	9	10	Right Meaning
5.9	1.8	Extraversion	Introverted					2	□		1			Extraverted
6.4	3.6	Anxiety	Low Anxiety		1				□		1	1		High Anxiety
5.2	1.7	Tough-Mindedness	Receptive				2	□		1				Tough-Minded
5.3	2.0	Independence	Accommodating				1	1			1			Independent
5.9	0.5	Self-Control	Unrestrained						3					Self-Controlled
									Average					

Primary Factor Scales

Sten	SDev	Factor		Left Meaning	1	2	3	4	5	6	7	8	9	10	Right Meaning
6.0	1.7	Warmth	A	Reserved					2	[ ]		1			Warm
7.0	1.7	Reasoning	B	Concrete						2	[ ]		1		Abstract
4.0	2.6	Emotional Stability	C	Reactive		1	1	[ ]			1				Emotionally Stable
5.3	1.5	Dominance	E	Deferential				1	[1]		1				Dominant
5.3	0.6	Liveliness	F	Serious					[2]	1					Lively
6.0	1.0	Rule-Consciousness	G	Expedient					1	[1]	1				Rule-Conscious
4.7	2.5	Social Boldness	H	Shy		1			[1]		1				Socially Bold
6.0	2.0	Sensitivity	I	Utilitarian				1		[1]		1			Sensitive
5.7	2.1	Vigilance	L	Trusting				1	1	[ ]		1			Vigilant
4.7	1.2	Abstractedness	M	Grounded				2	[ ]	1					Abstracted
5.7	1.2	Privateness	N	Forthright					2	[ ]	1				Private
6.0	3.6	Apprehension	O	Self-Assured		1				[ ]	1		1		Apprehensive
6.0	1.0	Openness to Change	Q1	Traditional					1	[1]	1				Open to Change
3.7	1.5	Self-Reliance	Q2	Group-Oriented		1		[1]	1						Self-Reliant
5.3	0.6	Perfectionism	Q3	Tolerates Disorder					[2]	1					Perfectionistic
5.7	2.5	Tension	Q4	Relaxed			1			[1]		1			Tense

Average

Composite Scores

Sten	SDev	Factor	Left Meaning	1	2	3	4	5	6	7	8	9	10	Right Meaning
4.6	3.4	Adjustment	Emotionally Fragile		1		1	[ ]			1			Emotionally Resilient
5.0	1.8	Leadership	Non-Leader			1		[ ]	2					Leader
4.6	2.5	Creativity	Status Quo			1	1	[ ]		1				Innovative

Average

Professional's Team Summary Table

The table in this section of the report summarizes, for the professional, which team members obtain scores outside the average range (stens of 3.5 to 7.4 are considered to be average), for both the 16PF global factor scales and the primary factor scales.

How to Read This Chart: The chart is organized around the global factor scales and their related primary factor scales. For more about the relationships between these two kinds of scales, see the *16PF® Fifth Edition Questionnaire Manual*. Given that 16PF scales are framed of bi-polar opposites, such as "Introverted" or "Extraverted," this table shows which team members fall into each of the two ends of the spectrum, for all of the 16PF scales.

This summary can help the team development professional to anticipate people whose styles are opposite and to build a better understanding of individual differences within the team. The *16PF® Teamwork Development Report User's Guide* describes how people with different styles tend to misunderstand each other.

"Holes" in the chart occur when no team member's score falls into a category, raising the possibility that a style that could contribute to the team's performance and diversity isn't represented within the team. Conversely, where homogeneity might serve the team's mission, the professional may wish to identify individuals whose styles differ from others in the team.

Note: Adjectives used here are those used in the individual feedback section of the report, rather than from the profile page. Signs are included to show the direction of the relationship between the primary factor scale and the global factor scale. For this table, adjectives consistent with the overall global factor score are listed under that category.

The table begins on the next page →

This team summary is intended for qualified professionals only. It is NOT designed to be used for sharing team personality information with the team members. This summary identifies questionnaire results for members of the team, by name. As such, it threatens the personal confidentiality of individual team members. **For a summary that does not identify individuals' results, see the next section of this report, "The Team Personality Style Summary."**

Orientation to People

Introverted	Extraverted
—	• Shannon Smith (7.9)
Impersonal (A-)	**Warm (A+)**
—	• Shannon Smith (8)
Serious (F-)	**Enthusiastic (F+)**
—	—
Shy (H-)	**Socially Bold (H+)**
• Ima M Leeder (2)	—
Private (N+)	**Self-Disclosing (N-)**
—	—
Self-Reliant (Q2+)	**Group-Oriented (Q2-)**
—	• Shannon Smith (2)

Reactions to Stressors

Less Stressed	More Stressed
• Jeff Johnson (2.3)	• Ima M Leeder (7.6) • Shannon Smith (9.2)
Calm (C+)	**Reactive (C-)**
—	• Ima M Leeder (3) • Shannon Smith (2)
Trusting (L-)	**Wary (L+)**
—	• Shannon Smith (8)
Unworried (O-)	**Worried (O+)**
• Jeff Johnson (2)	• Shannon Smith (9)

Relaxed (Q4-)	Impatient (Q4+)
• Jeff Johnson (3)	• Ima M Leeder (8)

Tough-Mindedness

Open-Minded	Tough-Minded
—	—
Open to Others (A+)	**Reserved (A-)**
• Shannon Smith (8)	—
Sensitive (I+)	**Objective (I-)**
• Ima M Leeder (8)	—
Idea-Oriented (M+)	**Solution-Oriented (M-)**
—	—
Open to Change (Q1+)	**Prefers the Familiar (Q1-)**
—	—

Independence

Accommodating	Self-Directed
—	• Shannon Smith (7.5)
Deferential (E-)	**Dominant (E+)**
—	—
Hesitant (H-)	**Venturesome (H+)**
• Ima M Leeder (2)	—
Trusting (L-)	**Vigilant (L+)**
—	• Shannon Smith (8)
Traditional (Q1-)	**Experimenting (Q1+)**
—	—

Conscientiousness

Unrestrained	**Self-controlled**
Exuberant (F+)	**Cautious (F-)**
Expedient (G-)	**Dutiful (G+)**
Absent-Minded (M+)	**Down-to-Earth (M-)**
Casual (Q3-)	**Perfectionistic (Q3+)**

Reasoning Ability

Concrete Thinking (B-)	**Theoretical Thinking (B+)**
	• Ima M Leeder (9)

Observations

- At least one team member received an overall global factor Anxiety score above 7.4, which is the cutoff between the average range and the high range. In the feedback report, people whose score exceeds 7.4 will receive text suggesting that, at the present time, they are "more stressed than most people report being." These people may react with upset to stress and, potentially, to the team development process itself. It may be useful to be available to these persons, if they have questions or concerns about their personality feedback. Further, it might be a good idea to try to determine whether something is happening in their lives to contribute to the elevated level of tension, or whether they are characteristically anxious.
- All group members are within the average range on the Self-Control global factor scale. This means that the group has no members who are particularly planful, organized and self-controlled; nor does it have any members who are particularly able to "go with the flow." Still, this "in between" quality can be an effective mix, if the group has some resources (internal or external) for developing its creativity and its planfulness. It might be wise to evaluate the team's resources in these regards, both at the level of the entire team and at the level of the individual members.
- No members of this team are especially tough-minded or pragmatic, nor are any members particularly open-minded and receptive. Thus, the team might lack practical, grounded people who would help the team to be more action-oriented. Alternately, the team may lack people who excel at open exploration and expression of ideas. An evaluation of the team's balance of action and exploration might be in order, along with an evaluation of the extent to which the team pays attention to issues of other members' satisfaction with the group process.

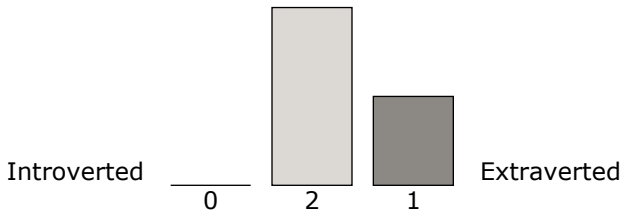
- This team contains no really introverted members. While some team members may seek each other out and be communicative, it may be that this team would have fewer resources for being task-oriented and individually productive. That is, the team members' attention to task issues may be less important to them than their attention to other people.

Team Personality Style Summary

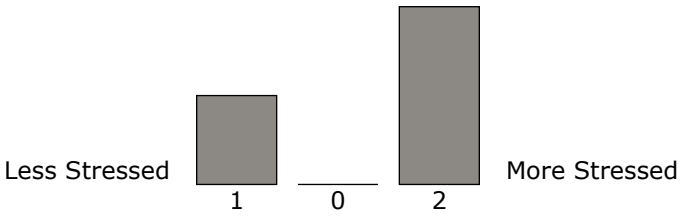
Personality traits are often thought of as bipolar opposites, such as "Introverted" or "Extraverted." This table shows how many people in this team fall into the two ends of the spectrum, and how many people are in between, for the broad themes measured in the 16PF Questionnaire. **The bar graphs show the number of people whose score falls into either extreme or in the "in between" range.**

There is no "right way to be" for team members, in terms of personality. A more introverted style, for example, might be suitable in situations that require activities that are more solitary in nature. Many people in research, artistic, or numbers-oriented fields, such as accounting, often tend to be more introverted. On the other hand, a more extraverted style might be more suitable in situations that require contact with other people. In fact, members of many service or helping professions tend to be more extraverted. Many times, people with different styles find themselves working together, and their differences can lead to misunderstandings. If each team member understands his or her style in relationship to other team members, these misunderstandings can be anticipated.

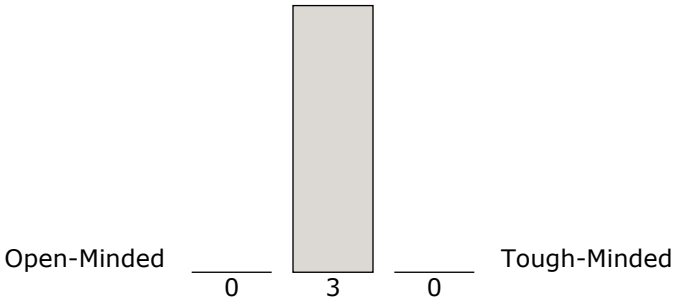
Orientation to People



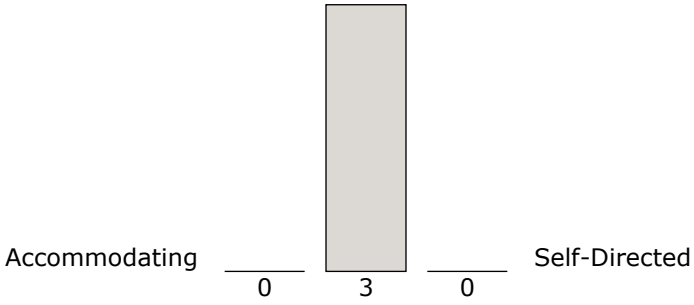
Reactions to Stressors



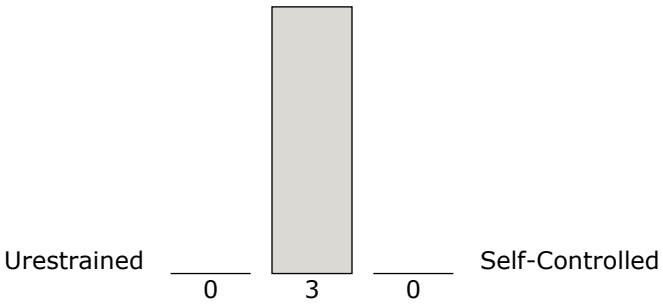
Tough-Mindedness



Independence



Conscientiousness

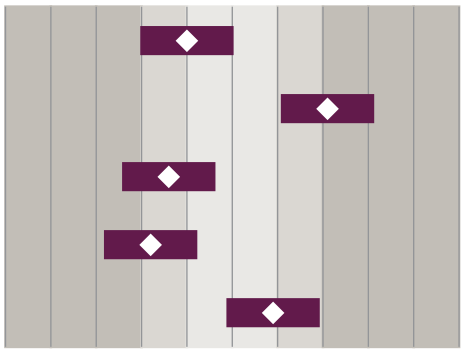


Ima M Leeder's 16PF Profile

Response Style Indices	Raw Score	Percentile	
Impression Management	10	35%	Within expected range
Infrequency	0	55%	Within expected range
Acquiescence	62	73%	Within expected range

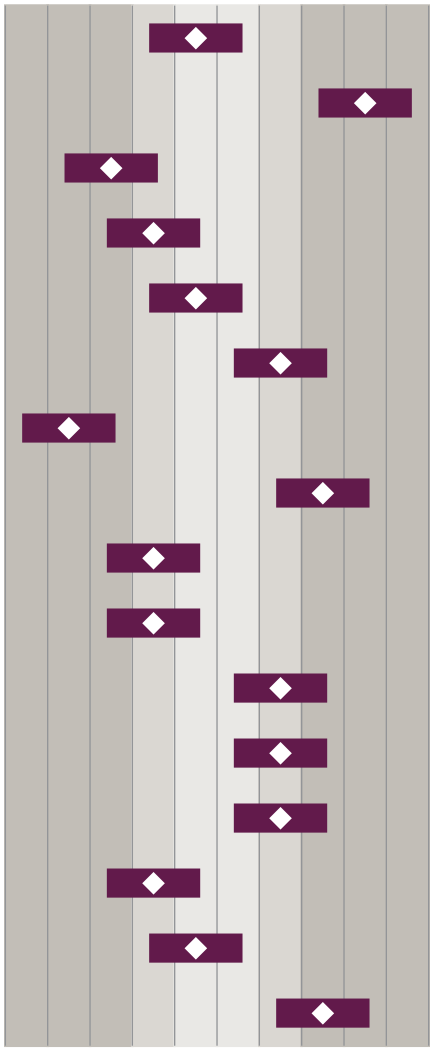
Global Factor Scales

Sten	Factor	Left Meaning	Right Meaning
4.5	Extraversion	Introverted	Extraverted
7.6	Anxiety	Low Anxiety	High Anxiety
4.1	Tough-Mindedness	Receptive	Tough-Minded
3.7	Independence	Accommodating	Independent
6.4	Self-Control	Unrestrained	Self-Controlled



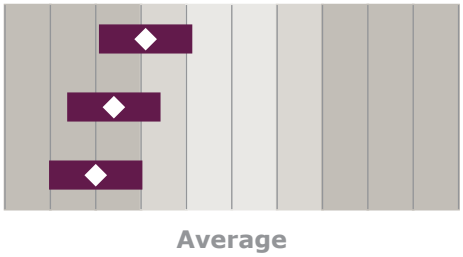
Primary Factor Scales

Sten	Factor		Left Meaning	Right Meaning
5	Warmth	A	Reserved	Warm
9	Reasoning	B	Concrete	Abstract
3	Emotional Stability	C	Reactive	Emotionally Stable
4	Dominance	E	Deferential	Dominant
5	Liveliness	F	Serious	Lively
7	Rule-Consciousness	G	Expedient	Rule-Conscious
2	Social Boldness	H	Shy	Socially Bold
8	Sensitivity	I	Utilitarian	Sensitive
4	Vigilance	L	Trusting	Vigilant
4	Abstractedness	M	Grounded	Abstracted
7	Privateness	N	Forthright	Private
7	Apprehension	O	Self-Assured	Apprehensive
7	Openness to Change	Q1	Traditional	Open to Change
4	Self-Reliance	Q2	Group-Oriented	Self-Reliant
5	Perfectionism	Q3	Tolerates Disorder	Perfectionistic
8	Tension	Q4	Relaxed	Tense



Composite Scores

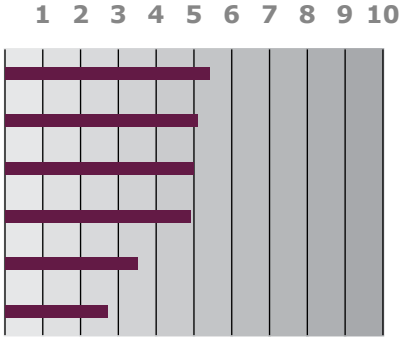
Sten	Factor	Left Meaning	Right Meaning
3.6	Adjustment	Emotionally Fragile	Emotionally Resilient
2.9	Leadership	Non-Leader	Leader
2.5	Creativity	Status Quo	Innovative



Career Interest Theme Projections

The scores below represent projections of the test-taker's scores on the Self-Directed Search, a measure of the career interest themes devised by John Holland. *The 16PF® Fifth Edition Questionnaire Manual* fully describes this research, which is also summarized in the *16PF® Teamwork Development Report User's Guide*.

Sten	
5.4	Conventional
5.1	Artistic
5.0	Investigative
4.9	Social
3.5	Realistic
2.7	Enterprising



Conventional = 5.4

Ms. Leeder shows personality characteristics similar to Conventional persons, who tend to be methodical, systematic and extremely precise. Such individuals may prefer working in a highly structured environment. Conventional persons focus on practical issues and do not get lost in the world of fanciful ideation. They often have excellent organizational skills, clerical ability, and/or office skills. It may be worthwhile to explore whether Ms. Leeder enjoys dealing with facts and figures or is adept at organizing information.

Artistic = 5.1

Ms. Leeder shows personality characteristics similar to Artistic persons, who are self-expressive, typically through a particular mode such as art, music, design, writing, acting, composing, etc. Like Artistic persons, Ms. Leeder may be venturesome and open to different views and experiences. Sometimes she may be preoccupied with thoughts and ideas, which may relate to the overall creative process. She may do her best work in an unstructured, flexible environment. It may be worthwhile to explore whether Ms. Leeder appreciates aesthetics and possesses artistic, design, or musical talents.

Degree of compatibility between top two themes:

The first two themes are somewhat unrelated, and this represents an unusual mix of interest styles.

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

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

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		

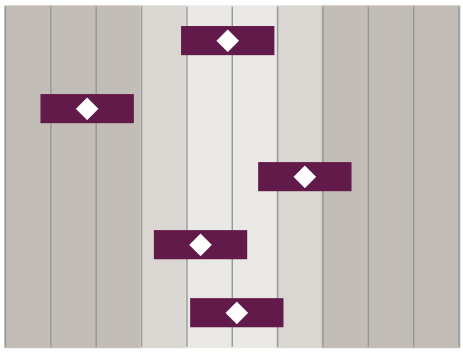
This report was processed using 16PF Fifth Edition Questionnaire combined-sex norms. OSP (3.0)

Jeff Johnson's 16PF Profile

Response Style Indices	Raw Score	Percentile	
Impression Management	18	86%	Within expected range
Infrequency	6	93%	Within expected range
Acquiescence	38	3%	Within expected range

Global Factor Scales

Sten	Factor	Left Meaning	1 2 3 4 5 6 7 8 9 10	Right Meaning
5.4	Extraversion	Introverted		Extraverted
2.3	Anxiety	Low Anxiety		High Anxiety
7.1	Tough-Mindedness	Receptive		Tough-Minded
4.8	Independence	Accommodating		Independent
5.6	Self-Control	Unrestrained		Self-Controlled



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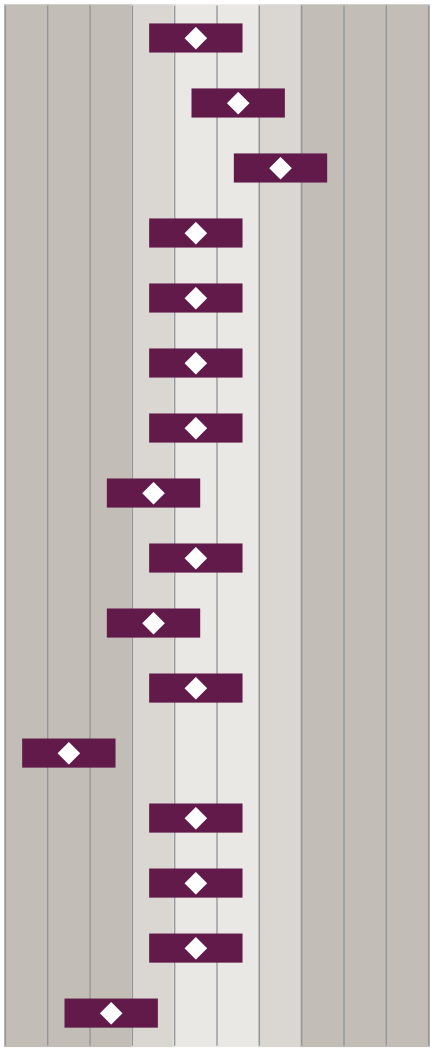
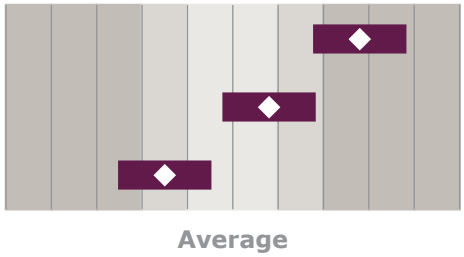
5	Vigilance	L	Trusting	Vigilant
4	Abstractedness	M	Grounded	Abstracted
5	Privateness	N	Forthright	Private
2	Apprehension	O	Self-Assured	Apprehensive
5	Openness to Change	Q1	Traditional	Open to Change
5	Self-Reliance	Q2	Group-Oriented	Self-Reliant
5	Perfectionism	Q3	Tolerates Disorder	Perfectionistic
3	Tension	Q4	Relaxed	Tense



Composite Scores

Sten	Factor	Left Meaning	Right Meaning
8.3	Adjustment	Emotionally Fragile	Emotionally Resilient
6.3	Leadership	Non-Leader	Leader
4.0	Creativity	Status Quo	Innovative



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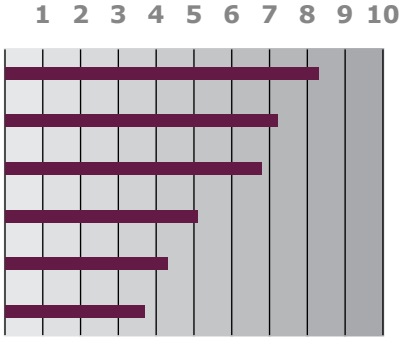
The scores below represent projections of the test-taker's scores on the Self-Directed Search, a measure of the career interest themes devised by John Holland. *The 16PF® Fifth Edition Questionnaire Manual* fully describes this research, which is also summarized in the *16PF® Teamwork Development Report User's Guide*.

Sten	
8.3	Realistic
7.2	Investigative
6.8	Conventional
5.1	Enterprising
4.3	Social
3.7	Artistic



Realistic = 8.3

Mr. Johnson shows personality characteristics similar to Realistic persons. Persons who score high on this theme indicate a preference for physical activity and for working with tools and machinery. They tend to be reserved and somewhat aloof with others and may not like extensive social interaction. Activities which can be pursued independently may be more to their liking. Realistic persons show interest in the function and purpose of objects. They are also self-assured and tend not to worry about what others think. Many Realistic persons indicate a proclivity for activities such as repairing electronic, mechanical, or automotive products, or a willingness to take coursework in those areas. It may be worthwhile to explore whether Mr. Johnson's interests include activities involving physical exertion, knowledge of mechanical principles, or manual dexterity.

Investigative = 7.2

Mr. Johnson shows personality characteristics similar to Investigative persons. Such persons typically have good reasoning ability and enjoy the challenge of problem-solving. They tend to have critical minds, are curious, and are open to new ideas and solutions. Investigative persons tend to be reserved and somewhat impersonal; they may prefer working independently. They tend to be concerned with the function and purpose of materials rather than aesthetic principles. Mr. Johnson may enjoy working with ideas and theories, especially in the scientific realm. It may be worthwhile to explore whether Mr. Johnson enjoys doing research, reading technical articles, or solving challenging problems.

Degree of compatibility between top two themes:

The first two themes are highly compatible, and this score pattern represents projected career interests that are similar and quite often seen together.

Item Summary

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Item Responses

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

Summary Statistics

Number of a-responses	= 66 out of 170 (39%)
Number of b-responses	= 38 out of 170 (22%)
Number of c-responses	= 66 out of 170 (39%)
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	12	12	19	14	12	13	12	6	8	3	9	1	15	6	11	3	18	6	38
Missing Items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		

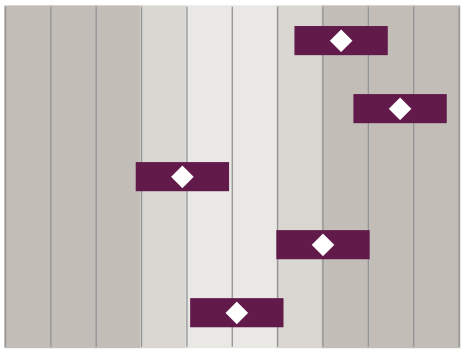
This report was processed using 16PF Fifth Edition Questionnaire combined-sex norms. OSP (3.0)

Shannon Smith's 16PF Profile

Response Style Indices	Raw Score	Percentile	
Impression Management	8	22%	Within expected range
Infrequency	2	71%	Within expected range
Acquiescence	56	46%	Within expected range

Global Factor Scales

Sten	Factor	Left Meaning	1 2 3 4 5 6 7 8 9 10	Right Meaning
7.9	Extraversion	Introverted		Extraverted
9.2	Anxiety	Low Anxiety		High Anxiety
4.4	Tough-Mindedness	Receptive		Tough-Minded
7.5	Independence	Accommodating		Independent
5.6	Self-Control	Unrestrained		Self-Controlled



Primary Factor Scales

Sten	Factor		Left Meaning	Right Meaning
8	Warmth	A	Reserved	Warm
6	Reasoning	B	Concrete	Abstract
2	Emotional Stability	C	Reactive	Emotionally Stable
7	Dominance	E	Deferential	Dominant
6	Liveliness	F	Serious	Lively
6	Rule-Consciousness	G	Expedient	Rule-Conscious
7	Social Boldness	H	Shy	Socially Bold
6	Sensitivity	I	Utilitarian	Sensitive
8	Vigilance	L	Trusting	Vigilant
6	Abstractedness	M	Grounded	Abstracted
5	Privateness	N	Forthright	Private
9	Apprehension	O	Self-Assured	Apprehensive
6	Openness to Change	Q1	Traditional	Open to Change
2	Self-Reliance	Q2	Group-Oriented	Self-Reliant
6	Perfectionism	Q3	Tolerates Disorder	Perfectionistic
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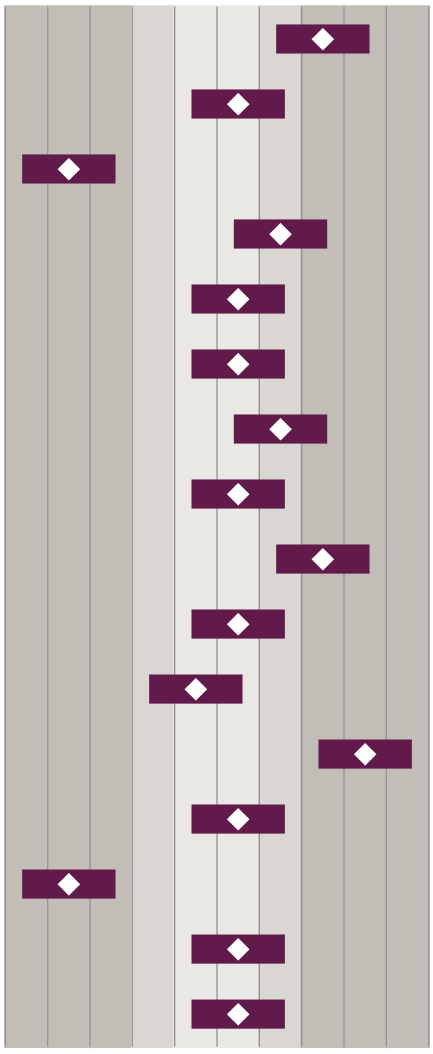
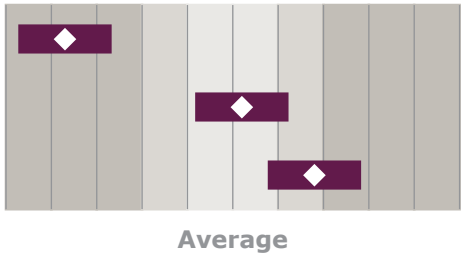


Composite Scores

Sten	Factor	Left Meaning	Right Meaning
1.8	Adjustment	Emotionally Fragile	Emotionally Resilient
5.7	Leadership	Non-Leader	Leader
7.3	Creativity	Status Quo	Innovative



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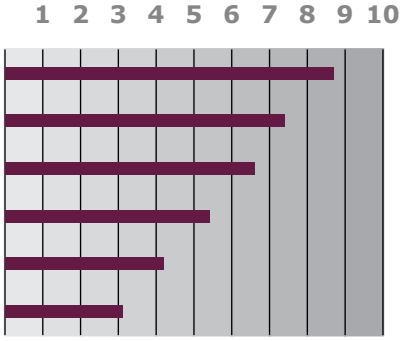
Sten	
8.7	Social
7.4	Enterprising
6.6	Artistic
5.4	Conventional
4.2	Investigative
3.1	Realistic



Social = 8.7

Ms. Smith shows personality characteristics similar to Social persons, who indicate a preference for associating with other people. Such interactions are distinguished by a nurturing, sympathetic quality. Ms. Smith may find it very easy to relate to all kinds of people. In addition to being warm and friendly, Social persons are typically receptive to different views and opinions. They feel most comfortable in positions that allow for regular social interaction. It might be worthwhile to explore whether Ms. Smith enjoys working with others and having them seek her out for advice or comfort.

Enterprising = 7.4

Ms. Smith shows personality characteristics similar to Enterprising persons, who enjoy interacting with others in an assertive role. Social interactions are warm and animated; Enterprising persons may enjoy being the focus of attention. Such persons are socially bold and may try to persuade others or assume a position of leadership. It might be worthwhile to explore whether Ms. Smith's interests and experiences are very business-oriented, and whether she possesses good sales and/or managerial skills.

Degree of compatibility between top two themes:

The first two themes are highly compatible, and this score pattern represents projected career interests that are similar and quite often seen together.

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

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

Summary Statistics

Number of a-responses	= 90 out of 170 (53%)
Number of b-responses	= 9 out of 170 (5%)
Number of c-responses	= 71 out of 170 (42%)
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	20	11	4	18	15	18	18	14	16	10	9	20	18	0	15	12	8	2	56
Missing Items	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. OSP (3.0)

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