



16PF[®] Fifth Edition Teamwork Development Report (TDR)

Name: Tim W. TeamMember
ID: 1
Date: January 14, 2005

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. TeamMember's responses to the 16PF Questionnaire. Bolded words are used to highlight Tim's most distinctive qualities.

INTROVERTED / EXTRAVERTED. Tim's personality orientation is **introverted**. He is oriented towards tasks, thoughts or things rather than towards other people and social events. In fact, he may not enjoy activities that involve a lot of interaction with others. Tim's introversion and enjoyment of activities that don't involve a lot of interaction with others may be puzzling to his colleagues who are more communicative and interpersonal. In working on team projects, Tim may not realize that other team members might be in need of information about his activities and progress. Training in communication and coordination might be especially important for Tim. He is often reserved and may not show personal affection easily. Tim is cautious about forming attachments to people, and tends to consider the costs of extending himself for other people. He is probably more concerned about less personal aspects of work situations, such as focusing on the tasks ahead of him, rather than in talking with others, especially if he thinks that conversations often get off track and interfere with his individual task activities. Other team members are probably sensitive to this **impersonal** quality, and may sometimes feel reluctant to approach him. However, in teamwork, it is important for people to feel invited into discussions that are related to the team's progress. Tim may need to let people know that relevant discussions are important in his priorities, in addition to making progress on his individual tasks. He keeps personal matters to himself. Because Tim is a **private** individual, it may be hard for others to get to know him well. In settings where the team is especially close-knit, it may be hard for Tim to maintain his privacy, and he may feel misunderstood by others in the group who don't understand his wish to limit his self-disclosure. In fact, in peer ratings of teamwork behavior, privateness has been associated not so much with lower ratings in coordination and decision making, but rather with lower ratings in more interpersonal areas of teamwork such as communication and relating to others. Being **self-reliant**, Tim prefers to meet responsibilities or tackle problems on his own. He may avoid asking others for help, or may not be at his best in situations that require working closely with others. While this self-sufficiency may support completion of his individual tasks, if Tim does not also show some awareness of his need to coordinate with others, Tim may not be perceived as a "team player" by other team members.

OPEN-MINDED / TOUGH-MINDED. Tim 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. Tim may be perceived as impersonal and **reserved**, and others may get the feeling that he might not be as warm as they would like. This may leave people feeling that he is rather cool or even closed off to them. Tim may often give the impression that matters of congeniality and interpersonal warmth are not as important to him as matters of intellect or self-care. Tim 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 somewhat bluntly, his approach may be a little bit too "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. He would be even more tough-minded, except that: Tim often gets absorbed in ideas and thoughts, occasionally to the point that he misses important things because his mind is on something else. However, he is idea-oriented and imaginative. In considering a problem, he may tend to stay in the exploration and idea mode for some time, and colleagues who are eager to "get into action mode" may find this idea generation to be impractical or too time-consuming.

ACCOMMODATING / SELF-DIRECTED. Tim'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, Tim does not tend consistently to do so at the risk of disregarding the needs and input of others. In interpersonal relationships, Tim tends to lead or be dominant. He probably likes to be in charge and feels comfortable expressing himself and directing others. At times, he can be somewhat forceful and persistent about getting his 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. However, he is not always forceful or self-directed. He tends to be quite **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 plays little role in Tim's stance on influencing or persuading others. Rather, he seems content to accept others at face value, a quality that has been associated with good peer ratings in teamwork.

LESS STRESSED / MORE STRESSED. At the present time, Tim presents himself as no more or less stressed than most people. This may mean that in some areas he feels some distress, whereas in others he copes just fine. Tim tends to be **trusting** and accepting of other people and their motives. He isn't likely to expend a lot of energy wondering about whether others might have harmful intentions towards him. This quality is likely to be well-received by Tim's teammates, as it contributes to the team's sense of cohesion. Even so, he may not think to examine the motives behind others' actions or behaviors. In teamwork, where others' agendas will have an impact on the team's outcomes, it might be important for Tim to be more attuned to what those agendas might be.

UNRESTRAINED / SELF-CONTROLLED. Tim's overall self-control is average. At times, Tim may show the self-discipline and conscientiousness needed to meet his responsibilities. At other times, he may be less restrained, following his own wishes. Tim shows some tendency to be preoccupied with ideas, sometimes to the point of being absent-minded. He may disregard the practical aspects of a situation. On occasions when he gets too absorbed in thought, others who are more pragmatic, or who are relying on prompt action from Tim, will see him as scattered or unreliable.

IDEAS FOR DEVELOPMENT. Based on Tim'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. Tim should also consider other sources of information, such as input from his supervisors and co-workers, ideas from previous training and development activities, and Tim's own interests and readiness to pursue additional training and self-development.

- Tim might not realize that others are in need of information and communication. He may be perceived as "too distant" by more communicative extraverts, or those who need information about his progress.
- Tim focuses more on tasks, thoughts or things rather than personal connections. As a result, others may not understand his solitude and personal reserve.
- Tim's privacy may hinder cohesion and relatedness, in that it can be misunderstood by other team members as indifference or snobbishness.
- Tim's self-reliance can support individual achievement, but may hinder coordination with others.
- While peers probably appreciate Tim's trusting style, he could be more effective if he were more willing and able to look at competing agendas that might be held by others, both within the team and outside it. This might make him more able to help monitor the team's progress, and more able to coordinate his individual actions with other team members, and with those outside the team.
- He could be more open to other people in his considerations about what course of action he will take and about how he will approach other people.
- Because of his objective, "brass tacks" approach, Tim may miss out on the ways that some people's feelings and reactions might be triggered by situations the team is facing.



16PF[®] Fifth Edition Teamwork Development Report (TDR)

Name: Lisa C. TeamMember
ID: 2
Date: January 14, 2005

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. TeamMember's responses to the 16PF Questionnaire. Bolded words are used to highlight Lisa's most distinctive qualities.

INTROVERTED / EXTRAVERTED. Lisa's personality is highly **extraverted**. She shows a strong preference for social contact and being with others. Lisa enjoys interacting with others, and is probably energetic and verbal in her communication. Many people probably appreciate this interpersonal quality, and Lisa 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 Lisa 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. Lisa enjoys having close relationships with others. She may not as easily identify with someone who has less interest in this kind of closeness. Lisa's style of expression is often quite **enthusiastic** and playful, sometimes even with an impulsive quality. If she has an idea and wants to share it, she may seek others eagerly. While her energy is generally well received by others, Lisa may need sometimes to consider the impact of interrupting her co-workers, especially those who might be less interpersonally-focused, or those who might be trying to meet deadlines. 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. She usually feels comfortable sharing personal matters with others. When she chooses to do so, her style is to be quite **forthright** and genuine. This quality is often well-received by others, and can enhance relationships, if it does not become inappropriate for the relationship's level of intimacy. In fact, this quality shows some association with higher peer ratings in the teamwork areas of communication and relating with others.

LESS STRESSED / MORE STRESSED. At the present time, Lisa presents herself as significantly **less stressed** than most people. It may be that it takes a lot to upset her. Or it may be that her 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 her troubles. Lisa may want to consider whether family, friends, or co-workers have suggested that she seems to react with less upset than most people might. If so, this difference could mean that others won't understand Lisa's lack of reaction. Overall, she presents herself as optimistic about life and her ability to handle its challenges. Lisa tends to meet challenges with **calm** and inner strength. If Lisa is not prone to avoid looking at her troubles, this quality can enhance her ability to adapt to the challenges and changing environments involved in many teamwork settings. She typically feels sure about herself and is relatively **unworried** at the present. She usually does not harbor doubts about how others perceive her. This means that Lisa is likely to take on new challenges rather than letting self-doubt keep her from acting. On occasion, though, this much self-assurance might cause Lisa to miss out on opportunities for receiving, much less learning from, constructive input from others.

UNRESTRAINED / SELF-CONTROLLED. Lisa's self-control is high-average. For the most part, Lisa tends to set aside her own wishes in order to meet responsibilities. Sometimes, though, her resources for self-control may not be strong enough to ensure this. More often than not, though, she will be perceived as self-controlled and reliable, rather than casual or unrestrained.

Lisa's respect for rules and regulations is high, and she feels a strong sense of duty and conformity. Being **dutiful** may provide a sense of self-control when Lisa needs to set aside her own wishes in order to meet her obligations. Lisa is quite practical and alert to **down-to-earth** matters. She tends to focus on the things that need to get done, including duties and obligations. This grounded quality can contribute to her resources for self-control. At the extreme, however, this focus may sometimes mean that Lisa misses the "big picture," because she is focused on the particular parts that she finds most relevant. She can sometimes be less self-restrained, however. Lisa's style tends to be **exuberant**, uninhibited and spontaneous. This quality contributes to sociability in relationships with others. However, Lisa is sometimes so lively that she might find it hard to "tone it down," or to manage the impulsivity that can go with such strong spontaneity. At those times, others might think of her as unpredictable, and wish that Lisa's social energy were more task-directed.

OPEN-MINDED / TOUGH-MINDED. Lisa has some tendency to be open-minded rather than tough-minded. That is, Lisa 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**. Lisa 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. Lisa 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 would be even more open and receptive, except that: Lisa is often **solution-oriented** when focused on problems. She tends to be practical and matter-of-fact, rather than getting swept away with thoughts or ideas, especially fanciful or innovative ones. This may often mean that she is focused on taking action, rather than on generating several options or approaches. She may find it difficult to brain-storm or generate multiple ideas for solutions. Her take-action style may be challenging for team members who like to explore many options before deciding on a solution, much less beginning to take action.

ACCOMMODATING / SELF-DIRECTED. Lisa's lifestyle is balanced between the need to exert her will and control her environment versus a willingness to adapt to her environment and accommodate others' wishes. While at times she may be rather influential and persuasive, Lisa does not tend consistently to do so at the risk of disregarding the needs and input of others. Lisa has some tendency towards being bold and venturesome, especially in social arenas. This quality helps contribute to Lisa's attempts to influence situations in her life. However, Lisa can at times risk being so bold that she overruns other members of the team who find self-expression to be harder.

IDEAS FOR DEVELOPMENT. Based on Lisa'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. Lisa should also consider other sources of information, such as input from her supervisors and co-workers, ideas from previous training and development activities, and Lisa's own interests and readiness to pursue additional training and self-development.

- Lisa 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 Lisa likes personable relationships, she may not understand others who do not seek the same level of closeness.
- Lisa's self-disclosure can help cohesion and relatedness, but only if it is appropriate to the relationship's or the team's level of intimacy.
- Lisa's lack of distress suggests that her present life may present few challenges (in fact, there may be too few challenges at present). Or, it may be that Lisa plays down her troubles. Other people may feel dismissed or alienated because she has so little reaction to or understanding of things that they find stressful.
- Because Lisa's level of self-assurance is so high, she may not take in feedback from other team members, and may be reluctant to look at the role that she plays in contributing to a problem situation.
- Lisa may lack objectivity or the ability to take a step back from subjective or emotional reactions in order to see a situation more clearly or impersonally.
- Lisa's style is sociable, energetic, and spontaneous. If she gets interested in something, she risks wanting to go towards what has caught her interest, perhaps making her seem less accountable to others and to the team's goals.
- Because Lisa is so duty-bound and rule-conscious, it may be hard for her to understand others who seem to be more relaxed when it comes to rules and procedures.



16PF[®] Fifth Edition Teamwork Development Report (TDR)

Name: Renae E. TeamMember
ID: 3
Date: January 14, 2005

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. TeamMember's responses to the 16PF Questionnaire. Bolded words are used to highlight Renae's most distinctive qualities.

UNRESTRAINED / SELF-CONTROLLED. Renae usually is **unrestrained**. While she may be perceived as flexible, she may indulge in her own wishes and urges to the point that consideration for practicalities, for other people's needs, or for her own responsibilities, is neglected. This may strain teamwork relationships, when others are relying on Renae's individual productivity and accountability. Renae's style tends to be **exuberant**, uninhibited and spontaneous. This quality contributes to sociability in relationships with others. However, Renae is sometimes so lively that she might find it hard to "tone it down," or to manage the impulsivity that can go with such strong spontaneity. At those times, others might think of her as unpredictable, and wish that Renae's social energy were more task-directed. Renae's expressed concern for established rules is low. It may be that she is **expedient** and disregards rules when they pose inconvenient obstacles or when she doesn't believe in them. Or, it may be that Renae has adopted standards that are more from her own internal framework than that of many other people. In either case, her sense of conformity to expectations or rules does not appear to be a source of self-control for her. Renae is quite **casual** and flexible. She does not appear to be overly concerned about precision or detailed planning. Because she is tolerant of disorder, she may function better in an unrestrictive setting rather than in a rigid system. In fact, many creative people are often free-flowing rather than organized, and Renae may be seen as able to adapt and go with the flow. However, since planfulness and accountability don't seem to be strong motivators for her, this may mean that she risks also being seen as unreliable and unpredictable to teammates who are relying on her.

ACCOMMODATING / SELF-DIRECTED. Overall, Renae is likely to lead an independent and self-directed life. More often than not, she would rather form her own opinions and set her own course of action, rather than being told what to think or do. Others may see Renae as exerting a somewhat forceful social presence, and as someone who seeks to influence matters. However, she may sometimes disregard the needs of others in her attempts to achieve her desired goals. In interpersonal relationships, Renae leads or is **dominant**. She likes to be in charge and feels comfortable expressing herself and directing others. In fact, she can be rather 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 too domineering is a quality that has been associated with receiving lower peer ratings in teamwork settings, perhaps because these settings require more internal cooperation, communication and coordination than do "top-down" management settings. However, she is not always forceful or self-directed. Renae is sometimes modest or hesitant in social arenas, perhaps even feeling timid when in an awkward social situation. This less forceful, more accommodating quality may help Renae to avoid drawing the attention of others.

LESS STRESSED / MORE STRESSED. At the present time, Renae presents herself as no more or less stressed than most people. This may mean that in some areas she feels some distress, whereas in others she copes just fine. More often than not, she is poised and unworried, although feelings of self-doubt may occasionally occur. However, having these feelings, in itself, won't be

likely to keep Renae from taking on new challenges.

OPEN-MINDED / TOUGH-MINDED. Renae has an average tendency to be tough-minded. Generally, she tends to balance toughness with sympathy in considering a situation. In fact, when faced with a problem or decision, sometimes Renae will be resolved to simply face the situation and get started on its solution. But she also can be receptive to exploring things before proceeding. She may at times adhere to her current way of thinking, while at other times she may be open to new approaches and experiences. Renae may be perceived as impersonal and **reserved**, and others may get the feeling that she might not be as warm as they would like. This may leave people feeling that she is rather cool or even closed off to them. Renae may often give the impression that matters of congeniality and interpersonal warmth are not as important to her as matters of intellect or self-care.

INTROVERTED / EXTRAVERTED. Renae'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 reserved and may not show personal affection easily. Renae is cautious about forming attachments to people, and tends to consider the costs of extending herself for other people. She is probably more concerned about less personal aspects of work situations, such as focusing on the tasks ahead of her, rather than in talking with others, especially if she thinks that conversations often get off track and interfere with her individual task activities. Other team members are probably sensitive to this **impersonal** quality, and may sometimes feel reluctant to approach her. However, in teamwork, it is important for people to feel invited into discussions that are related to the team's progress. Renae may need to let people know that relevant discussions are important in her priorities, in addition to making progress on her individual tasks. She tends somewhat to be shy, 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 Renae either to speak despite her fear, or to find avenues outside of group meetings in which to make her contribution to the team process. On the extraverted, or more people-oriented, side: Renae's style of expression is often quite **enthusiastic** and playful, sometimes even with an impulsive quality. If she has an idea and wants to share it, she may seek others eagerly. While her energy is generally well received by others, Renae may need sometimes to consider the impact of interrupting her co-workers, especially those who might be less interpersonally-focused, or those who might be trying to meet deadlines. She usually feels comfortable sharing personal matters with others. When she chooses to do so, her style is to be quite **forthright** and genuine. This quality is often well-received by others, and can enhance relationships, if it does not become inappropriate for the relationship's level of intimacy. In fact, this quality shows some association with higher peer ratings in the teamwork areas of communication and relating with others.

IDEAS FOR DEVELOPMENT. Based on Renae'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. Renae should also consider other sources of information, such as input from her supervisors and co-workers, ideas from previous training and development activities, and Renae's own interests and readiness to pursue additional training and self-development.

- Renae focuses more on tasks, thoughts or things rather than personal connections. As a result, others may not understand her solitude and personal reserve.
- Renae's self-disclosure can help cohesion and relatedness, but only if it is appropriate to the

relationship's or the team's level of intimacy.

- She could be more open to other people in her considerations about what course of action she will take and about how she will approach other people.
- Unless Renae tempers her dominance with interpersonal consideration, she will risk poorer communication, cooperation and coordination with others in the team.
- Renae's style is sociable, energetic, and spontaneous. If she gets interested in something, she risks wanting to go towards what has caught her interest, perhaps making her seem less accountable to others and to the team's goals.
- Because formal rules do not seem to influence Renae's choice of action, the values that DO motivate her may not be evident to others. Thus, Renae may seem to lack conscientiousness, unless her personal sense of duty holds her accountable to others in the team.
- Renae's tolerance of disorder, and tendency to go-with-the-flow rather than to plan, may mean that she is seen as unreliable or as lacking in conscientiousness. Training in time management and long-range planning might be especially helpful.

16PF® Fifth Edition Teamwork Development Report (TDR)

Professional's Summary

Date: January 14, 2005

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 Administrator's Manual* describes how to administer and interpret the test. *The 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
5.7	2.9	Extraversion	Introverted						1				1	Extraverted
4.3	1.1	Anxiety	Low Anxiety	1	□	2								High Anxiety
5.7	1.2	Tough-Mindedness	Receptive			1			1	1				Tough-Minded
6.3	0.7	Independence	Accommodating						2	1				Independent
5.1	2.3	Self-Control	Unrestrained	1		□			1	1				Self-Controlled

average

Primary Factor Scales

Sten	SDev	Factor	Left Meaning	1	2	3	4	5	6	7	8	9	10	Right Meaning
5.0	3.5	Warmth (A)	Reserved					□					1	Warm
6.7	1.2	Reasoning (B)	Concrete						2	□			1	Abstract
6.3	1.5	Emotional Stability (C)	Reactive				1		1				1	Emotionally Stable
7.3	1.5	Dominance (E)	Deferential						1	1			1	Dominant
7.0	1.7	Liveliness (F)	Serious				1						2	Lively
5.7	2.5	Rule-Consciousness (G)	Expedient						1				1	Rule-Conscious
5.3	1.5	Social Boldness (H)	Shy				1	1						Socially Bold
6.0	3.0	Sensitivity (I)	Utilitarian						1				1	Sensitive
4.7	1.5	Vigilance (L)	Trusting					1						Vigilant
4.7	2.5	Abstractedness (M)	Grounded				1							Abstracted
4.7	2.9	Privateness (N)	Forthright										1	Private
4.3	1.5	Apprehension (O)	Self-Assured				1							Apprehensive
5.3	0.6	Openness to Change (Q1)	Traditional					2						Open to Change
6.7	2.1	Self-Reliance (Q2)	Group-Oriented					1						Self-Reliant
4.7	2.3	Perfectionism (Q3)	Tolerates Disorder					1		1			1	Perfectionistic
5.3	0.6	Tension (Q4)	Relaxed							2				Tense

average

Composite Scores

Sten	SDev	Factor	Left Meaning	1	2	3	4	5	6	7	8	9	10	Right Meaning
6.6	1.6	Adjustment	Emotionally Fragile					1		1	□		1	Emotionally Resilient
6.2	1.7	Leadership	Non-Leader					1		1				Leader
5.3	1.2	Creativity	Status Quo				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 (stems 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 Administrator's Manual*. Given that 16PF scales are framed of bipolar 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 *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 →

PROFESSIONAL'S TEAM SUMMARY TABLE (continued)

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
<ul style="list-style-type: none"> • Tim W. TeamMember (2.7) 	<ul style="list-style-type: none"> • Lisa C. TeamMember (8.5)
Impersonal (A-)	Warm (A+)
<ul style="list-style-type: none"> • Renae E. TeamMember (3) • Tim W. TeamMember (3) 	<ul style="list-style-type: none"> • Lisa C. TeamMember (9)
Serious (F-)	Enthusiastic (F+)
--	<ul style="list-style-type: none"> • Lisa C. TeamMember (8) • Renae E. TeamMember (8)
Shy (H-)	Socially Bold (H+)
--	--
Private (N+)	Self-Disclosing (N-)
<ul style="list-style-type: none"> • Tim W. TeamMember (8) 	<ul style="list-style-type: none"> • Lisa C. TeamMember (3) • Renae E. TeamMember (3)
Self-Reliant (Q2+)	Group-Oriented (Q2-)
<ul style="list-style-type: none"> • Tim W. TeamMember (9) 	--

PROFESSIONAL'S TEAM SUMMARY TABLE (continued)

REACTIONS TO STRESSORS

LESS STRESSED	MORE STRESSED
<ul style="list-style-type: none"> • Lisa C. TeamMember (3.1) 	--
Calm (C+)	Reactive (C-)
<ul style="list-style-type: none"> • Lisa C. TeamMember (8) 	--
Trusting (L-)	Wary (L+)
<ul style="list-style-type: none"> • Tim W. TeamMember (3) 	--
Unworried (O-)	Worried (O+)
<ul style="list-style-type: none"> • Lisa C. TeamMember (3) 	--
Relaxed (Q4-)	Impatient (Q4+)
--	--

TOUGH-MINDEDNESS

OPEN-MINDED	TOUGH-MINDED
--	--
Open to Others (A+)	Reserved (A-)
<ul style="list-style-type: none"> • Lisa C. TeamMember (9) 	<ul style="list-style-type: none"> • Renae E. TeamMember (3) • Tim W. TeamMember (3)
Sensitive (I+)	Objective (I-)
<ul style="list-style-type: none"> • Lisa C. TeamMember (9) 	<ul style="list-style-type: none"> • Tim W. TeamMember (3)

PROFESSIONAL'S TEAM SUMMARY TABLE (continued)

TOUGH-MINDEDNESS (continued)

Idea-Oriented (M+)

--

Solution-Oriented (M-)

- Lisa C. TeamMember (2)

Open to Change (Q1+)

--

Prefers the Familiar (Q1-)

--

INDEPENDENCE

ACCOMMODATING

--

SELF-DIRECTED

--

Deferential (E-)

--

Dominant (E+)

- Renae E. TeamMember (9)

Hesitant (H-)

--

Venturesome (H+)

--

Trusting (L-)

- Tim W. TeamMember (3)

Vigilant (L+)

--

Traditional (Q1-)

--

Experimenting (Q1+)

--

CONSCIENTIOUSNESS

UNRESTRAINED

- Renae E. TeamMember (2.7)

SELF-CONTROLLED

--

PROFESSIONAL'S TEAM SUMMARY TABLE (continued)

CONSCIENTIOUSNESS (continued)

Exuberant (F+)	Cautious (F-)
<ul style="list-style-type: none"> • Lisa C. TeamMember (8) • Renae E. TeamMember (8) 	--
Expedient (G-)	Dutiful (G+)
<ul style="list-style-type: none"> • Renae E. TeamMember (3) 	<ul style="list-style-type: none"> • Lisa C. TeamMember (8)
Absent-Minded (M+)	Down-to-Earth (M-)
--	<ul style="list-style-type: none"> • Lisa C. TeamMember (2)
Casual (Q3-)	Perfectionistic (Q3+)
<ul style="list-style-type: none"> • Renae E. TeamMember (2) 	--

REASONING ABILITY

Concrete Thinking (B-)	Theoretical Thinking (B+)
--	<ul style="list-style-type: none"> • Renae E. TeamMember (8)

OBSERVATIONS

- No member of this team received a high score on the global factor Anxiety scale, which is called "Reactions to Stressors" in this table. From the standpoint of personality, the team's resources for handling its stressors seem to be relatively good.
- This team has no members who are planful, organized, and self-controlled. It may be that the team is a creative, go-with-the-flow group. However, the team may also have few internal resources for creating plans, being organized, or meeting deadlines. Thus, it might be wise to evaluate the team's resources for self-control, both at the level of the entire team and at the level of the individual members.
- 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.

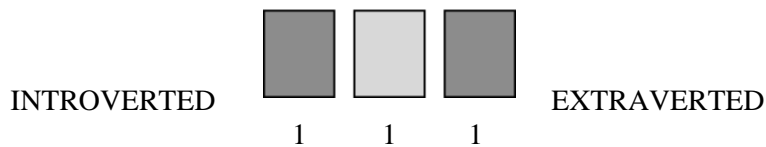
- This team contains no members who have an accommodating nature, in terms of the Independence global factor scale. Since few members seem able to easily accommodate different opinions, it may be especially important to evaluate the team's conflict management and conflict resolution.

TEAM PERSONALITY STYLE SUMMARY

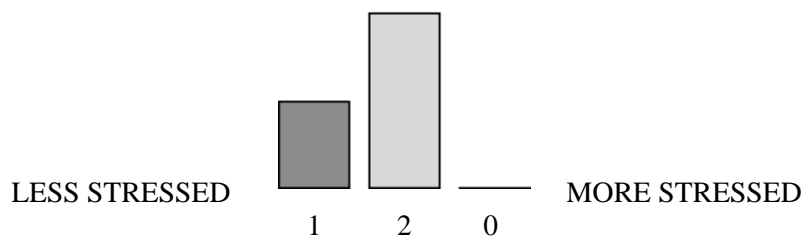
Personality traits are often thought of as bipolar opposites, such as "Introverted" or "Extraverted." This table shows how many people in this team fall into the two ends of the spectrum, and how many people are in between, for the broad themes measured in the 16PF Questionnaire. **The bar graphs show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

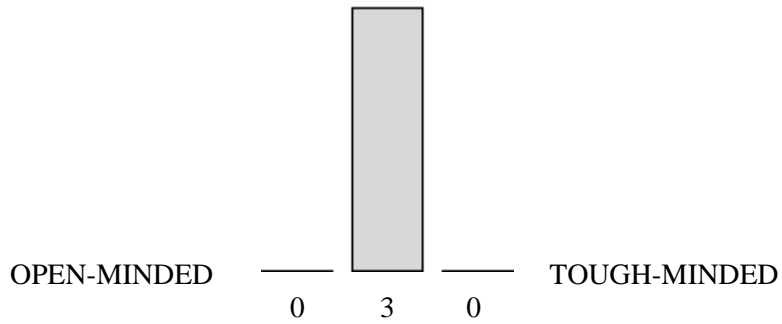


REACTIONS TO STRESSORS

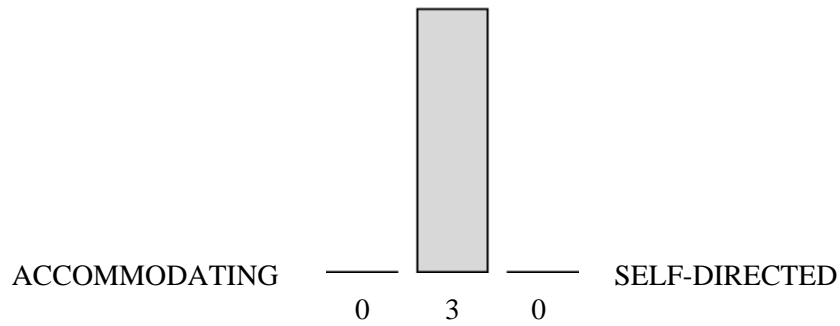


TEAM PERSONALITY STYLE SUMMARY (continued)

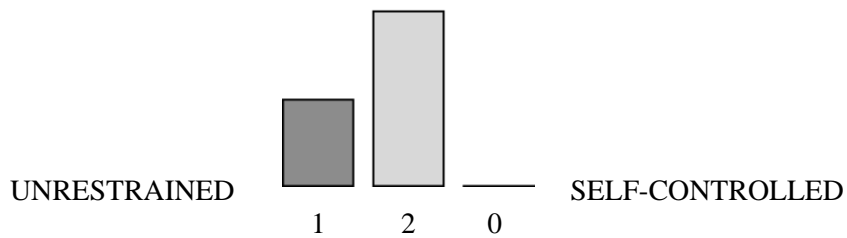
TOUGH-MINDEDNESS



INDEPENDENCE



CONSCIENTIOUSNESS

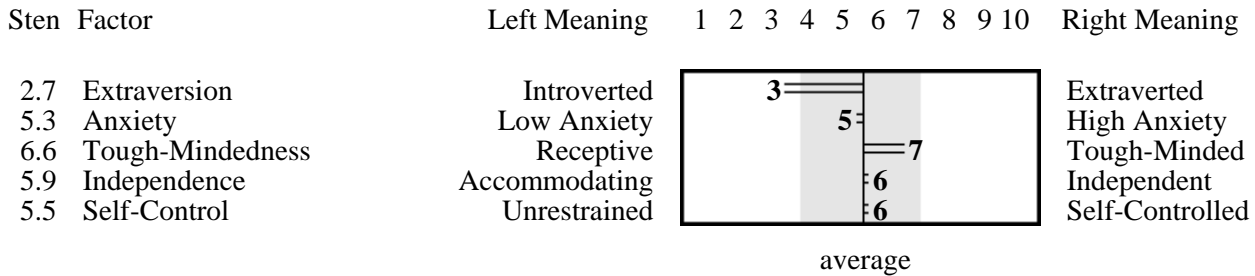


TIM W. TEAMMEMBER'S 16PF PROFILE

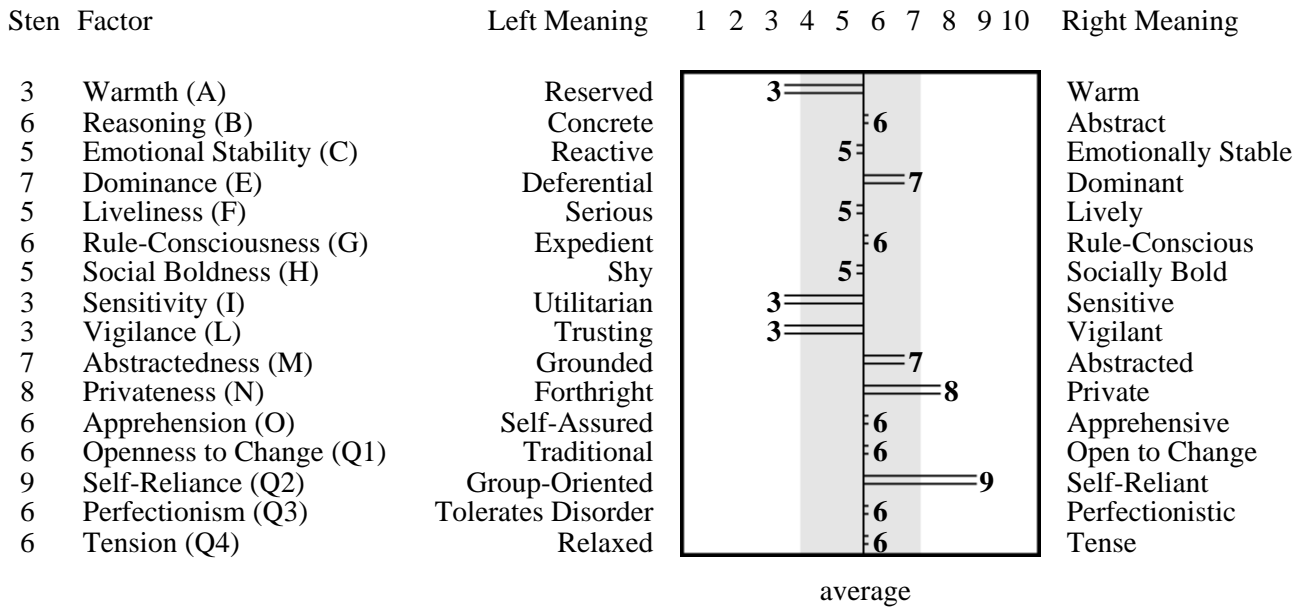
Response Style Indices

Index	Raw Score	
Impression Management	14	within expected range
Infrequency	0	within expected range
Acquiescence	60	within expected range

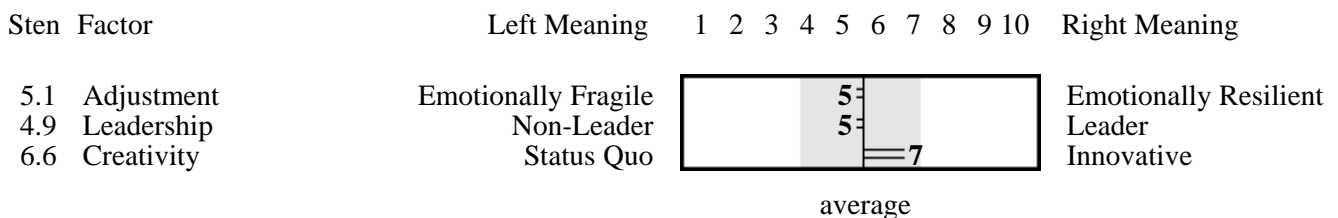
Global Factor Scales



Primary Factor Scales

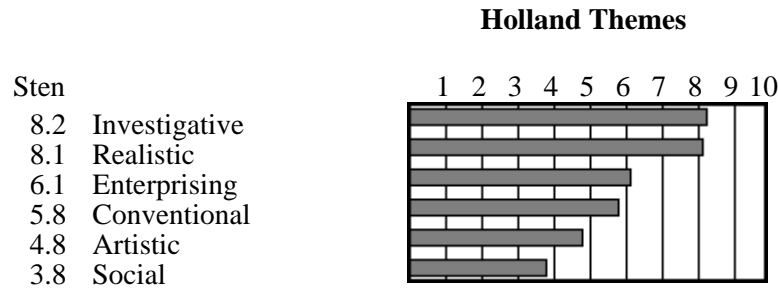


Composite Scores



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 Administrator's Manual* fully describes this research, which is also summarized in the *Teamwork Development Report User's Guide*.



Investigative = 8.2

Mr. TeamMember 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. TeamMember may enjoy working with ideas and theories, especially in the scientific realm. It may be worthwhile to explore whether Mr. TeamMember enjoys doing research, reading technical articles, or solving challenging problems.

Realistic = 8.1

Mr. TeamMember 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. TeamMember's interests include activities involving physical exertion, knowledge of mechanical principles, or manual dexterity.

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.

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Item Responses

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

Summary Statistics:

a-responses = 95 out of 170 (56%)
 # b-responses = 0 out of 170 (0%)
 # c-responses = 75 out of 170 (44%)
 # 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	INAC	
Raw Scores	6	12	14	18	10	16	12	4	4	12	18	14	20	18	14	14	14	0	60
Missing Items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		

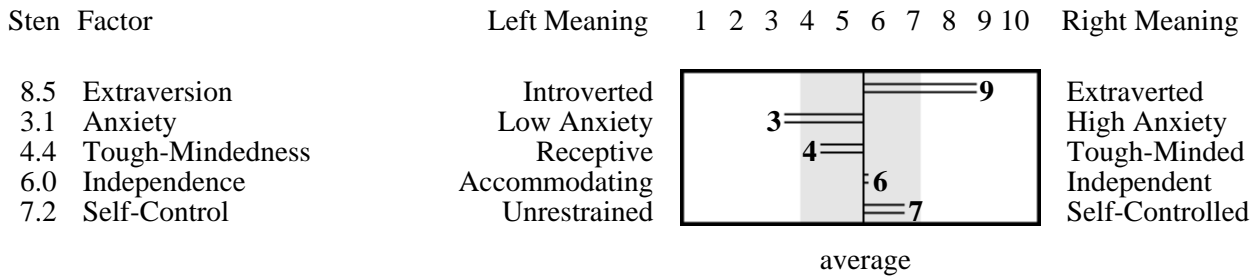
This report was processed using 16PF Fifth Edition Questionnaire combined-sex norms. OSV: 5.4

LISA C. TEAMMEMBER'S 16PF PROFILE

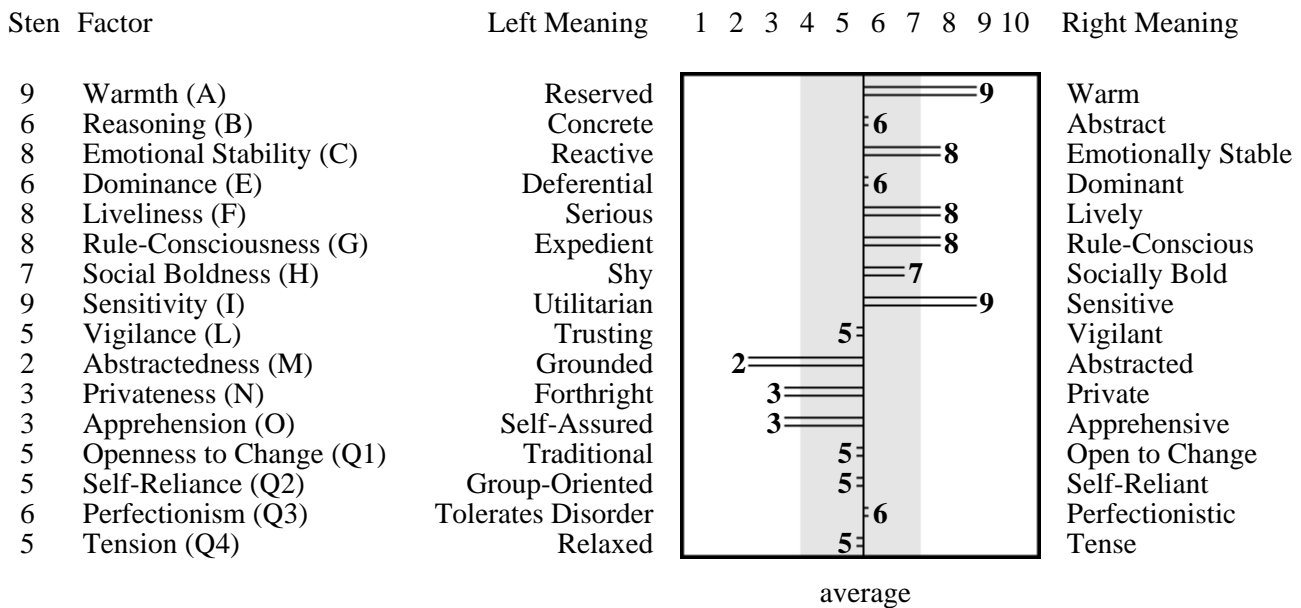
Response Style Indices

Index	Raw Score	
Impression Management	12	within expected range
Infrequency	0	within expected range
Acquiescence	61	within expected range

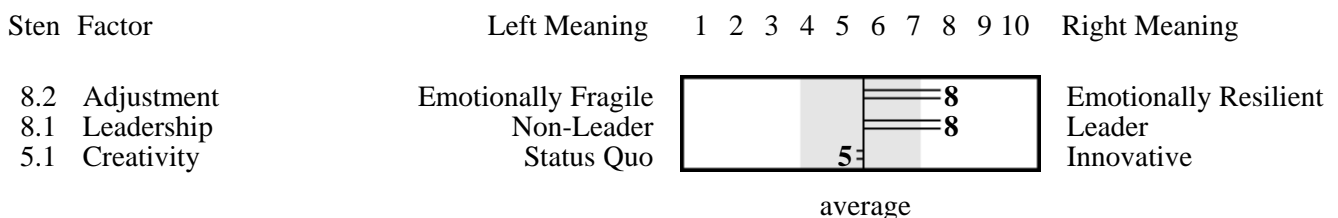
Global Factor Scales



Primary Factor Scales

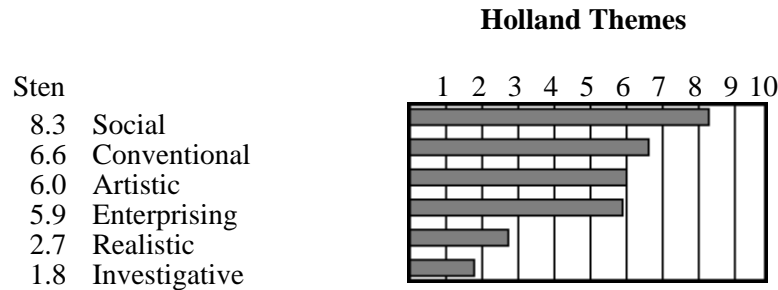


Composite Scores



CAREER INTEREST THEME PROJECTIONS

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Social = 8.3

Ms. TeamMember 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. TeamMember 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. TeamMember enjoys working with others and having them seek her out for advice or comfort.

Conventional = 6.6

Ms. TeamMember 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. TeamMember enjoys dealing with facts and figures or is adept at organizing information.

Degree of compatibility between top two themes:

The first two themes are somewhat compatible, and this represents a pattern of interests that are somewhat similar and may sometimes be seen together.

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Item Responses

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

Summary Statistics:

a-responses = 98 out of 170 (58%)
 # b-responses = 2 out of 170 (1%)
 # c-responses = 70 out of 170 (41%)
 # 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	INAC	
Raw Scores	22	12	20	16	18	21	17	22	10	0	4	2	14	4	14	8	12	0	61
Missing Items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		

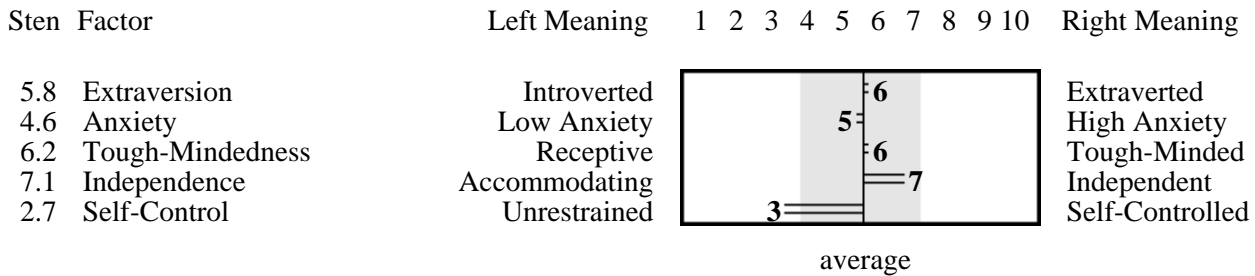
This report was processed using 16PF Fifth Edition Questionnaire combined-sex norms. OSV: 5.4

RENAE E. TEAMMEMBER'S 16PF PROFILE

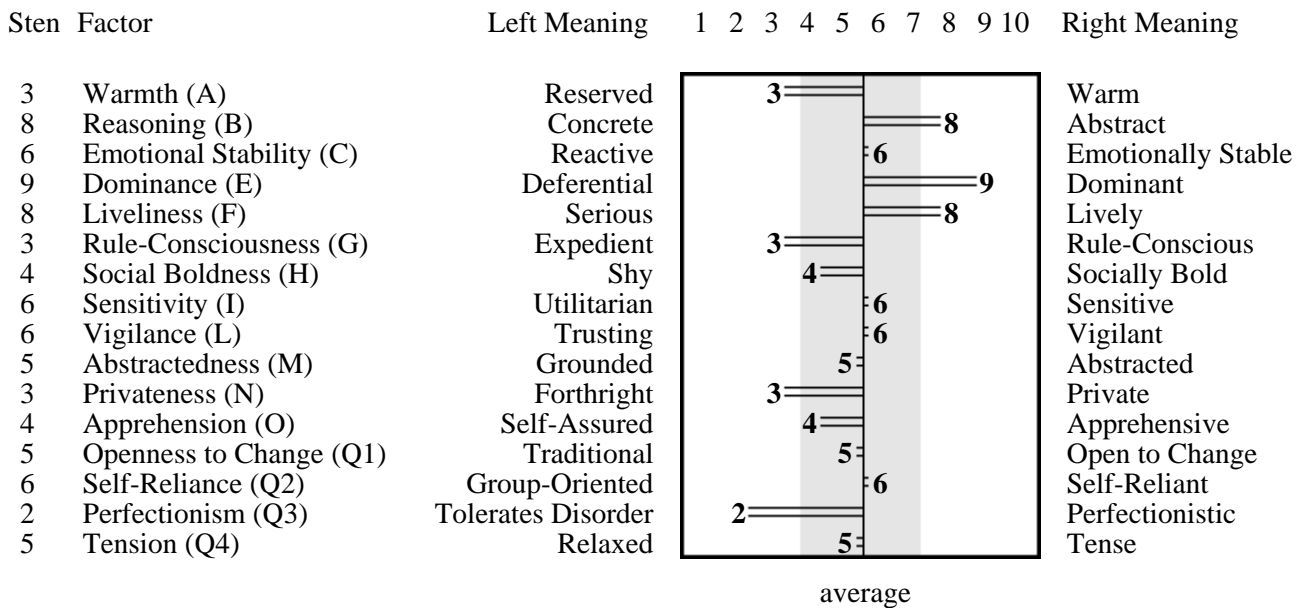
Response Style Indices

Index	Raw Score	
Impression Management	11	within expected range
Infrequency	0	within expected range
Acquiescence	62	within expected range

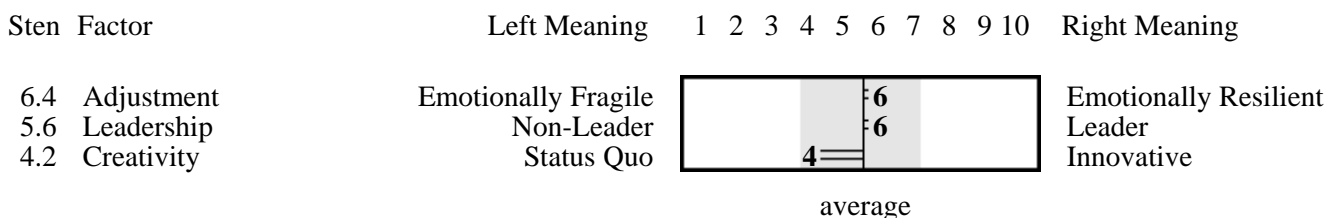
Global Factor Scales



Primary Factor Scales

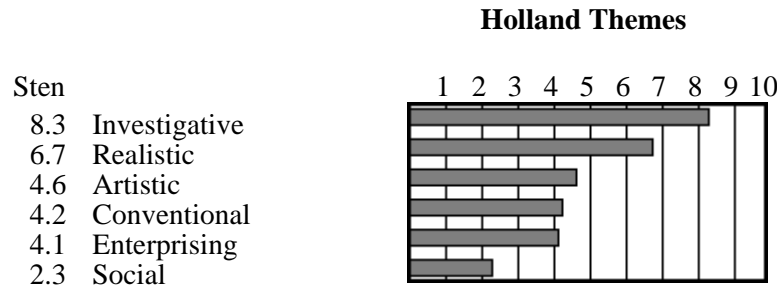


Composite Scores



CAREER INTEREST THEME PROJECTIONS

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Ms. TeamMember 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 Ms. TeamMember's interests include activities involving physical exertion, knowledge of mechanical principles, or manual dexterity.

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.

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Item Responses

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

Summary Statistics:

a-responses = 96 out of 170 (56%)
 # b-responses = 2 out of 170 (1%)
 # c-responses = 72 out of 170 (42%)
 # 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	INAC	
Raw Scores	8	14	18	20	18	8	6	14	11	4	4	4	14	8	2	10	11	0	62
Missing Items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

This report was processed using 16PF Fifth Edition Questionnaire combined-sex norms. OSV: 5.4