

EMPLOYEE DEVELOPMENT ASSESSMENTS

DATTNER CONSULTING, LLC

WWW.DATTNERCONSULTING.COM

Ben Dattner, Ph.D.

ben@dattnerconsulting.com

1-212-501-8945

Allison Dunn

allison@dattnerconsulting.com

1-212-734-3578

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CALIFORNIA PSYCHOLOGICAL INVENTORY (CPI-260)

Publisher: CPP/Davies-Black Publishing
1-800-624-1765
<http://www.cpp.com/products/cpi260/index.asp>

What coaching situations this assessment is appropriate for:

Leadership development, coaching and team building

Attributes/Abilities Assessed:

18 leadership characteristics; scales based on norms and organized into five categories:

- Self-management
- Organizational capabilities
- Team building and teamwork
- Problem solving
- Sustaining the vision

Logistics:

- 260 true/false items
- 25-30 minutes to complete
- Administered online
- Report generated in one week, emailed in PDF format

Certifications: “B-level” certification from CPP: you must have both taken and passed a CPP-licensed workshop for the appropriate assessment or have a degree from an accredited college or university and have satisfactorily completed a course in interpretation of psychological assessments and in measurement at an accredited college or university; workshop offered by Qualifying.org for \$975 on-site in Winston Salem, NC, or price varying for special in-house arrangements

Output: 1) *Coaching Report for Leaders* explains the subject’s leadership characteristics, suggests action steps, and offers advice on leadership development 2) *Client Feedback Report* includes information about the subject’s approach to life, his self-perception, and how he compares to the daily and working lifestyle characteristics of others

“More so than other leaders, you tend to be sensitive to the needs and feelings of other people, with an unusually well developed capacity to understand them intuitively. You can be highly effective in social and interpersonal interactions.”

Cost: \$29.95

CAMPBELL LEADERSHIP DESCRIPTOR

Publisher: Center for Creative Leadership
1-800-274-4434
<http://www.ccl.org>

What coaching situations this assessment is appropriate for:

Leadership development (applicable for every level of organizations and useful in situations such as leadership development seminars, classroom discussions, and one-on-one coaching)

Attributes/Abilities Assessed:

9 major leadership attributes; scales based on normative groups ranging from college student leaders to industrial psychologists, military officers, and business executives:

- Vision
- Management
- Empowerment
- Diplomacy
- Feedback
- Entrepreneurialism
- Personal Style
- Personal Energy
- Multicultural Awareness

Logistics:

- 40 self-rated items
- 25-30 minutes to complete
- Paper and Pencil

Certifications: N/A, self-assessment scored and interpreted by the individual completing the questionnaire

Output: The *Workbook's* self-scored assessment allows you to produce your own profile on the spot, and then shows how your self-profile compares with other leaders whom you have known. It also includes questions to help you evaluate the implications of your scores and how to use that information to develop your own action plan for improvement.

Cost: Facilitator's guide, \$32 Participant's package (includes one Leadership Descriptor Survey), \$16

DATTNER CONSULTING ONLINE LEADERSHIP 360

Publisher: Dattner Consulting, LLC
www.dattnerconsulting.com
info@dattnerconsulting.com
1-212-501-8945

What coaching situations this assessment is appropriate for:
Leadership development and executive coaching

Attributes/Abilities Assessed:

64 competencies in 8 categories:

- Communication
- Ethics and fairness
- Management style
- Motivation
- Decision making
- Interpersonal style
- Learning style
- Developing people

Logistics:

- 68 items
- 20 minutes to complete
- Online only

Certifications: N/A

Output: Personalized 360 feedback report which compares and contrasts the aggregated, anonymous quantitative ratings of different rater categories. Supervisor feedback is not anonymous because there is generally only one rater in the supervisor category. Anonymous qualitative feedback is reported verbatim, segmented by rater category.

Sample report can be viewed at: www.dattnerconsulting.com/leader

Cost: Varies depending on whether it is used stand-alone or as part of a coaching or training program

Publisher: Inscape Publishing

1-763-765-2222

<http://www.inscapepublishing.com/products/c128.asp?product=4>

What coaching situations this assessment is appropriate for:

Wide-ranging uses, including general effectiveness, sales, team building

Attributes/Abilities Assessed:

How individuals utilize each of the following four dimensions of behavior in given situations; scales based on norms from a business population:

- Dominance
- Influence
- Steadiness
- Conscientiousness

Logistics:

- Forced choice between four applicability choices for 28 different descriptors
- 12-15 minutes to complete
- Paper and pencil or online

Certifications: None required, but available to distributors 1-888-575-8800

Output: *Classic 2.0 Report* compares profile to 15 “classical” patterns, describes personal tendencies, needs, preferred environment, and effective strategies

“Inferior work or half-hearted efforts often frustrate you, so you may set imposing goals for yourself and others. Such endeavors may inspire you and your colleagues to greater heights. On the other hand, holding onto unrealistically high expectations for performance can cause anxiety and animosity among team members.”

Cost: \$25 for online, \$18 for paper and pencil

EMOTIONAL COMPETENCE INVENTORY (ECI)

Publisher: The Hay Group
1-877-267-8375
<http://ei.haygroup.com>

What coaching situations this assessment is appropriate for:

Managers and executives who want to better understand and build their emotional intelligence

Attributes/Abilities Assessed:

18 competencies in four categories; scales based on ratings submitted by individuals who have a work relationship with the subject:

- Self-awareness
- Self-management
- Social awareness
- Relationship management

Logistics:

- 72 items
- 360 degree feedback
- Administered online only

Certifications: Must be accredited by the Hay Group. This involves paying \$3,000 and attending a two day training program in Boston.

Output: *Feedback Report* compares self-ratings with others' ratings, and includes both quantitative and qualitative feedback

“Understands implications of own emotions and has emotional insight.”

“Solicits honest critiques and is open to feedback.”

“Has a strong sense of self-worth and is confident in job capability.”

Cost: \$150 per client, regardless of how many raters provide feedback

FUNDAMENTAL INTERPERSONAL RELATIONSHIP ORIENTATION (FIRO-B)

Publisher: CPP/Davies-Black Publishing
1-800-624-1765
<http://www.cpp.com/products/firo-b/index.asp>

What coaching situations this assessment is appropriate for:
Career development, team effectiveness, leadership style

Attributes/Abilities Assessed:

Expressed versus Wanted interpersonal needs; scales based on norms from a random and stratified US national sample:

- Affection
- Control
- Inclusion

Gives result for 6 needs: Expressed Inclusion, Wanted Inclusion, Expressed Control, Wanted Control, Expressed Affection, and Wanted Affection.

Logistics:

- 54 items
- Paper and pencil or online through www.skillsone.com

Certifications: “B-level” certification from CPP: you must have both taken and passed a CPP-licensed workshop for the appropriate assessment or have a degree from an accredited college or university and have satisfactorily completed a course in interpretation of psychological assessments and in measurement at an accredited college or university; workshop offered by Qualifying.org for \$975 on-site in Winston Salem, NC, or price varying for special in-house arrangements

Output: *FIRO-B Interpretative Report for Organizations* explains individual needs, interpersonal needs, expressed and wanted behaviors, patterns of various need fulfillment, career development, and ways to improve team effectiveness and leadership.

“You probably enjoy work that involves opportunities to gather input from others, but you do not rely on them for decision making or implementation.”

Cost: \$9.50

GALLUP'S CLIFTON STRENGTHSFINDER

Publisher: The Gallup Organization
1-888-274-5447

<https://www.strengthsfinder.com/>

What coaching situations this assessment is appropriate for:

Used to discover talents and how to best use them in work setting

Attributes/Abilities Assessed:

34 themes, where 5 Signature Themes (dominant talents) are recognized; no numerical scores or scales reported

- Command
- Individualization
- Discipline
- Adaptability
- Futuristic

Logistics:

- 180 items (potential self-descriptor statements)
- 60-65 minutes to complete (20 second time limit for each item)
- Online only

Certifications: Not offered to outside consultants; coaching program in development:
Contact: David Osborne 800-288-8592

Output: Two report types are available. One, the *Clifton StrengthsFinder Certificate*, displays only Signature Theme names; the other, the *Clifton StrengthsFinder Full Report*, lists Signature Themes and their descriptions (available in HTML and PDF).

Cost: Purchase one of the publications (e.g. Now, Discover Your Strengths, \$20), and included is an ID code needed for the online assessment

HOGAN PERSONALITY INVENTORY

Publisher: Hogan Assessment Systems
1-800-756-0632
<http://www.hoganassessments.com/HPI.aspx>

What coaching situations this assessment is appropriate for:

Can be used either for selecting or developing high-caliber employees

Attributes/Abilities Assessed:

7 dimensions that influence occupational success; scales divided into percentile scores (high=above 65th percentile, average=between 35th and 65th percentile, low=below 35th percentile):

- Adjustment
- Ambition
- Sociability
- Interpersonal Sensitivity
- Prudence
- Inquisitive
- Learning Approach

Logistics:

- 206 True/False items
- 15-20 minutes to complete
- Paper and pencil or online

Certifications: User must have a BA or advanced degree in psychology or a related field, or have received accreditation through Hogan Systems; workshops are \$1,100 and are usually held in Atlanta, GA

Output: Various report options available: *Career Development Report* includes explanations of the subject's strengths, shortcomings, and tips for career development.

"You should be interested in learning new material, but you also see education as a tool rather than as an end in itself."

Cost: \$150 onetime setup fee, plus \$40 per report

JACKSON PERSONALITY INVENTORY

Publisher: Sigma Assessment Systems, Inc.
1-800-265-1285
<http://www.sigmahr.com/jpi-r/default.htm>

What coaching situations this assessment is appropriate for:

Personnel selection, team building exercises, and managerial counseling (designed to produce a set of measures of personality reflecting a variety of interpersonal, cognitive, and value orientations)

Attributes/Abilities Assessed:

5 trait categories; scales measured in percentiles of males, females, and combined population who scored equal to or less than subject's raw score:

- Analytical (Complexity, Breadth of Interest, Innovation, Tolerance)
- Emotional (Empathy, Anxiety, Cooperativeness)
- Extroverted (Sociability, Social Confidence, Energy Level)
- Opportunistic (Social Astuteness, Risk Taking)
- Dependable (Organization, Traditional Values, Responsibility)

Logistics:

- 300 True/False items
- 35-45 minutes to complete
- Paper and pencil or online

Certifications: B level: completed an advanced level university course in psychological testing at the Master's level, as well as training under the supervision of a qualified psychologist; no workshops or certification programs offered

Output: *Basic Report* includes a profile of scores based on the 15 JPI scales, a list of traits common to high and low scorers on each scale, a profile of scores on more general JPI clusters, and a description of those clusters.

“Seeks intricate solutions to problems; is impatient with oversimplification; is interested in pursuing topics in depth regardless of their difficulty; enjoys abstract thought; enjoys intricacy.”

Cost: \$11.95 per report

JOB CHALLENGE PROFILE

Publisher: Center for Creative Leadership

1-800-274-4434

<http://www.ccl.org>

What coaching situations this assessment is appropriate for:

Designed to help managers better understand and see their job assignments as opportunities for learning and growth.

Attributes/Abilities Assessed:

10 developmental components of managerial jobs; scales are based on norms and trisected into low, medium, and high scores:

- Unfamiliar Responsibilities
- New Directions
- Inherited Problems
- Problems with Employees
- High Stakes
- Scope and Scale
- External Pressure
- Influence Without Authority
- Work Across Cultures
- Work Group Diversity

Logistics:

- 50 item – rating scale
- 15-25 minutes to complete
- Paper and pencil

Certifications: N/A, self-assessment scored and interpreted by the individual completing the questionnaire

Output: *The Job Challenge Profile Report* compares subject's scores to norm charts and uses this comparison to identify the job components on which to focus training; a list of suggested tasks, responsibilities, and assignments are provided for each of the 10 job dimensions and ranges from minor changes (resolving a conflict between two parties) to major changes (taking another job); no sample report available

Cost: Facilitator's guide, \$30; workbook & self instrument, \$15

LEARNING STYLES INVENTORY (LSI3)

Publisher: The Hay Group
1-800-729-8074
<http://www.hayresourcesdirect.haygroup.com/>

What coaching situations this assessment is appropriate for:
Problem solving, working in teams, resolving conflict

Attributes/Abilities Assessed:

4 learning styles based on self-descriptive inventory; report does not include numerical scores or scales

- Diverging
- Assimilating
- Converging
- Accommodating

Logistics:

- 12 items, self-descriptive
- 20-30 minutes to complete
- Paper and pencil or online

Certifications: Not required

Output: *Kolb Learning Style Inventory* identifies preferred learning styles and explores the opportunities different styles present in problem solving and decision making (PDF file):

Example of Diverging Learning Style for one subject as found in sample chart:

“Being imaginative, understanding people, recognizing problems, brainstorming, and being open-minded.”

Cost: \$85 for package of 10

MYERS-BRIGGS TYPE INDICATOR (MBTI)

Publisher: CPP/Davies-Black Publishing

1-800-624-1765

<http://www.cpp.com/products/mbti/index.asp>

What coaching situations this assessment is appropriate for: General coaching cases where the coachee could benefit from learning more about his/her style and preferences

Attributes/Abilities Assessed:

4 dichotomous scales resulting in 16 possible personality types, each represented by a four-letter code indicating the preference for each of the dichotomies (e.g., ESTJ); scores based on representative national sample of U.S. adults over age 18:

- Extraversion–Introversion: describes where people prefer to focus their attention and get their energy—from the outer world of people and activity or their inner world of ideas and experiences
- Sensing–Intuition: describes how people prefer to take in information—focused on what is real and actual or on patterns and meanings in data
- Thinking–Feeling: describes how people prefer to make decisions—based on logical analysis or guided by concern for their impact on others
- Judging–Perceiving: describes how people prefer to deal with the outer world—in a planned orderly way, or in a flexible spontaneous way

Logistics:

- Form M: 93 Items
- Approximately 15-25 minutes to complete
- Paper/pencil or online through www.skillsone.com

Certifications: Level B Certification: either passed CPP-licensed MBTI workshop or have degree from accredited college or university and have completed course in interpretation and measurement of psychological assessments at an accredited college or university; workshops usually involve three days of training; for example, workshops offered by Qualifying.org range from \$975 for standard class to \$1,395 for master class: on-site in Winston Salem, NC, or price varying for special in-house arrangements

Output: *The MBTI Interpretive Report* explains the subject’s four-letter personality type:

“For people with ENFP preferences, life is a creative adventure full of exciting possibilities. They are keenly perceptive of people and the world around them and insightful about the present and future. ENFP’s experience a wide range of feelings and intense emotions.”

Cost: \$9.65

HOGAN MOTIVES, VALUES, PREFERENCES INVENTORY

Publisher: Hogan Assessments
1-800-756-0632
<http://www.hoganassessments.com>

What coaching situations this assessment is appropriate for:

Career planning, assessing person-environment fit, and team development: assists in formulating strategies for careers by clarifying the areas of interest to pursue, assesses fit between employees and organizational culture, and evaluates compatibility of staff members based on their motives to ensure that everyone is striving toward the same goals

Attributes/Abilities Assessed:

10 scales assessing individual's core values; high, average and low percentile scores based on a sample of over 4,000 executives and managers:

- Aesthetic
- Hedonistic
- Security
- Affiliation
- Power
- Tradition
- Altruistic
- Recognition
- Commercial
- Scientific

Logistics:

- 200 items keyed agree, uncertain, or disagree
- 15-20 minutes to complete
- Paper and pencil or online

Certifications: None (self-administered); suggested: Hogan Assessment Systems Workshop, costs \$1,100 and is generally held in Atlanta, GA

Output: *The Leadership Forecast Values Report* identifies the person's core values and goals, and the activities enjoyed and that give meaning to the person's life. In addition to the summary of values, it also describes the type of culture that will be created from this leader. Included are a graphic representation of the values profile and a scale-by-scale interpretation of the scores.

"As a leader, you enjoy praise and recognition, and you value having your accomplishments noticed; however, praise does not necessarily drive your behavior. You will prefer a work environment where there are opportunities to interact and where achievement is recognized."

Cost: \$2 per test booklet; \$12.50 per 25 answer sheets; \$45 per manual; \$75 per software starter kit; \$30 per interpretive profile; \$15 per graph or data file.

HOGAN DEVELOPMENT SURVEY

Publisher: Hogan Assessments
1-800-756-0632
<http://www.hoganassessments.com>

What coaching situations this assessment is appropriate for:

Personal risk assessment, personnel selection, coaching, and team building: to aid personal development by identifying behavior patterns that might need attention, to evaluate how a person will perform as part of a team and to allow him/her to avoid tendencies that may displease other team members

Attributes/Abilities Assessed:

11 patterns of interpersonal behavior that are most often seen during times of stress and heavy work loads; percentile scores divided into High, Medium and Low Risk Zones and based on an international sample of over 4,000 executives:

- | | | |
|-------------|---------------|---------------|
| ➤ Excitable | ➤ Leisurely | ➤ Imaginative |
| ➤ Skeptical | ➤ Bold | ➤ Diligent |
| ➤ Cautious | ➤ Mischievous | ➤ Dutiful |
| ➤ Reserved | ➤ Colorful | |

Logistics:

- 168 true/false items
- 15-20 minutes to complete
- Paper and pencil or online

Certifications: N/A (self-administered); suggested: Hogan Assessment Systems Workshop, Costs \$1,100 and is usually held in Atlanta, GA

Output: *The HPI Career Development Report* describes the likelihood to act in various circumstances, it notes strengths and shortcomings, and it makes suggestions about career management. The last page contains the HPI graph on which the report is based, and definitions for the seven dimensions.

“You are typically calm and able to handle pressure, but at the same time willing to admit errors and listen to feedback. Although you are usually calm and steady under pressure, you may sometimes experience stress of which others are unaware. Stay open to change and be flexible in uncertain situations. When making decisions, remember that you may never have all the information you need, so be prompt.”

Cost: \$2 per test booklet; \$12.50 per 25 answer sheets; \$45 per manual; \$30 per interpretive profile; \$15 per graph or data file profile

PERSONALITY RESEARCH FORM

Publisher: Sigma Assessment Systems, Inc.
1-800-265-1285
<http://www.sigmahr.com/prf/default.htm>

What coaching situations this assessment is appropriate for:

Personnel selection in industrial and business settings, supplements other sources of information about clients in guidance centers

Attributes/Abilities Assessed:

22 personality traits measured that are relevant to the normal functioning of individuals in a wide variety of situations; percentile scores measured on high to low scales and compared with males and females who scored equal to or less than subject's raw score:

- | | | |
|-----------------------|------------------|----------------------|
| ➤ Abasement | ➤ Dominance | ➤ Sentience |
| ➤ Achievement | ➤ Endurance | ➤ Social Recognition |
| ➤ Affiliation | ➤ Exhibition | ➤ Succorance |
| ➤ Aggression | ➤ Harm avoidance | ➤ Understanding |
| ➤ Autonomy | ➤ Impulsivity | ➤ Infrequency |
| ➤ Change | ➤ Nurturance | ➤ Desirability |
| ➤ Cognitive Structure | ➤ Order | |
| ➤ Defenceence | ➤ Play | |

Logistics:

- 352 true/false items
- 45 minutes to complete
- Paper and pencil or online

Certifications: Level B: completion of advanced level university course in psychological testing at the Master's level, as well as training under the supervision of a qualified psychologist; no workshops or certification programs offered

Output: *PRF-E Extended Report* includes interpretive comments, a scores profile on the 20 scales, a profile of vocational preference scales, and a list of administrative indices showing how much confidence can be placed in the results.

“Characteristically, you are at ease with people and you are confident in assuming an influential role which will also place you at the center of attention. Your desire to assist in the personal lives of others is rooted in genuine feelings of compassion and a desire to help others, as well as in a desire to do what you perceive as socially proper.”

Cost: PRF Test Manual \$33.00, PRF Reusable Test Booklets (pkg/25) \$50.00, PRF Hand Scorable Answer Sheets (pkg/25) \$40.00, PRF Profile Sheets (pkg/25) \$40.00

GUILFORD-ZIMMERMAN TEMPERAMENT SURVEY

Publisher: NCS Pearson, Inc.

1-800-627-7271

<http://www.pearsonassessments.com/tests/gzts.htm>

What coaching situations this assessment is appropriate for:

To assess multiple facets of personality: provides a non-clinical description of an individual's personality characteristics for use in career planning, counseling, and research; used by organizational psychologists, personnel professionals, clinical psychologists, and counseling professionals in mental health facilities, businesses, and educational settings

Attributes/Abilities Assessed:

10 personality characteristics; high to low scores on a scale from 1 to 10 are based on normative samples of high school students, college students, and adults in various occupational settings, scales:

- General Activity
- Restraint
- Ascendance
- Sociability
- Emotional Stability
- Objectivity
- Friendliness
- Thoughtfulness
- Personal Relations
- Masculinity

Logistics:

- 300 self-descriptive statements
- 30 – 60 minutes to complete
- Paper and pencil or online

Certifications: Level A: licensure to practice psychology independently, or graduate degree in psychology or a closely-related field and either graduate courses in Tests and Measurement, or completion of a Pearson Assessments-approved workshop or other approved course, or proof that they have been granted the right to administer tests at this level in their jurisdiction; workshops start at \$250 and vary in topic, location, and time (e.g. \$250 for MMPI-2 Workshop in Minneapolis for 2 days)

Output: *The GZTS Interpretive Report* includes a graph of the scores for each trait and interpretive comments for these trait scores

“In emotional stability, he scores slightly below average and is not very happy most of the time. In situations that involve prolonged tension or stress, he would probably have difficulty. He would probably not be described as an even-tempered person.”

Cost: GZTS Handbook (required) \$40.00, GZTS Test Booklets (25 per pkg) \$64.00, GZTS Answer Sheets (25 per pkg) \$20.50, Interpretive Reports (price per administration) \$23.00

THOMAS-KILMANN CONFLICT MODE INSTRUMENT (TKI)

Publisher: Consulting Psychologists Press
1-800-624-1765
<http://www.cpp-db.com/products/tki/index.asp>

What coaching situations this assessment is appropriate for:

Assesses individuals' conflict styles; discovers how to use the styles of conflict you would not ordinarily use; learn others' conflict styles so you can learn to work together; used by managers, team leaders, and human resources

Attributes/Abilities Assessed:

2 dimensions: Assertiveness and Cooperativeness; plus 5 specific methods for dealing with conflict; scores based on norm group composed of 400 business and government managers, scores measured on continuum scales ranging from 0 to 12 as well as in a low, medium and high percentile format:

- Competing
- Collaborating
- Compromising
- Avoiding
- Accommodating

Logistics:

- 30 pairs of forced-choice items
- 10 minutes to complete
- Paper and pencil or electronic

Certifications: No special qualification is required to administer

Output: *The Thomas-Kilmann Conflict Mode Profile and Interpretive Report* includes a profile of TKI scores and indicates the uses of each of the five methods for dealing with conflict.

“When considered as a percentile, your Competing score of 5 translates to 40%. This means that you scored the same as or higher than 40% of the 400 managers in the original comparison group in your use of the Competing mode. Compared to this group, your use of Competing is considered to be about average. Uses: To protect yourself against people who take advantage of noncompetitive behavior; on issues vital to company welfare when you know you're right.”

Cost: \$11.00 each

16PF

Publisher: Pearson Assessments

1-800-627-7271

http://www.pearsonassessments.com/tests/sixtpf_5.htm

What coaching situations this assessment is appropriate for:

Relevant to hiring and promotion; provides support for vocational guidance

Attributes/Abilities Assessed:

16 dichotomous facets; low to high scores on scale from 1 to 10, based on norms:

- Warmth (Reserved vs. Warm)
- Reasoning (Concrete vs. Abstract)
- Emotional Stability (Reactive vs. Emotionally Stable)
- Dominance (Deferential vs. Dominant)
- Liveliness (Serious vs. Lively)
- Rule-Consciousness (Expedient vs. Rule-Conscious)
- Social Boldness (Shy vs. Socially Bold)
- Sensitivity (Utilitarian vs. Sensitive)
- Vigilance (Trusting vs. Vigilant)
- Abstractedness (Grounded vs. Abstracted)
- Privatness (Forthright vs. Private)
- Apprehension (Self-Assured vs. Apprehensive)
- Openness to Change (Traditional vs. Open to Change)
- Self-Reliance (Group-Oriented vs. Self-Reliant)
- Perfectionism (Tolerates Disorder vs. Perfectionistic)
- Tension (Relaxed vs. Tense)

Logistics:

- 185 items
- 30-50 minutes to complete
- Paper and pencil or online

Certifications: Pearson Training required: must have license to practice psychology independently, or graduate degree in psychology/closely-related field, and either graduate courses in Tests and Measurement, or completion of a Pearson Assessments-approved workshop or other approved course; workshops start at \$250 and vary in topic, location, and time (e.g. \$250 for MMPI-2 Workshop in Minneapolis for 2 days)

Output: (various report options) *The 16PF Basic Interpretive Report* includes a profile of low to high scores for each of the subject's global factors and interpretive and predictive comments for each of these global factors.

"At the present time, Ms. Z presents herself more no more or less anxious than most people. Usually Ms. Z meets challenges with calm and inner strength."

Cost: 16PF Fifth Edition Manual (required) \$44.00, 16PF Fifth Edition Test Booklets (10 per pkg) \$20.00, 16PF Answer Sheets (25 per pkg) \$20.50, Basic Score Reports Price per administration \$14.75