

# THE 16 PF® NEWSLETTER

Ann Rodrigues reports on the survey that she piloted some months ago

## YOU TOLD US

### 16PF Users Group Membership Survey

The Committee last carried out a survey of members' needs and feedback about three or four years ago and felt it was time to do another health check, especially as the composition of the Group has changed since.

Around one-third of members completed the questionnaire between November 2005 and January this year and the feedback was pretty encouraging.

A summary of the results follows: -

### Reasons for joining

It seems members' main interest in joining the group is for 'technical' reasons. Nearly three-quarters of respondents said their primary aim was to enhance their understanding of the 16PF and how it relates to other instruments. Somewhat surprisingly perhaps, there was generally less interest in hearing about latest research findings about the 16PF from the test publishers, OPP, and in using the group for networking purposes.

OCTOBER MEETING  
Dr. Julian Boon – Love &  
Destructiveness

Not surprisingly therefore the overwhelming majority preferred to have talks and presentations based around practical applications of the 16PF, particularly in coaching. One-third preferred more research-based presentations, and a further third welcomed a combination of the two. The practical sessions in the afternoon, which revolve around interpretations of a specific factor or combination of factors, were valued by two-thirds of respondents.

### Would like to have more of.....?

There were a number of suggestions broadly in categories already mentioned, with 20% mentioning interest in comparison of the 16PF with other instruments

### Emailing the newsletter

Given the cost, time and other logistical issues associated with printing and posting hard copies of the Newsletter, the Committee wanted to check reaction to producing and distributing the Newsletter electronically, as many other professional bodies do already. Over two-thirds of respondents were happy to receive the Newsletter by email, but a small handful preferred a hard copy.

### Any other comments?

Where this section was completed, most respondents stated that they were happy with the group and current arrangements, including venue and London as a location. Other comments related to the wish to learn more about

other instruments, the value of circulating notes to members after meetings and using the website for posting information on recommended books, difficult profiles etc. A couple of respondents also questioned whether the remit of the Group should be widened beyond the 16PF.

### **So what have we done - or are we going to do - as a result?**

#### **Topics**

The current blend of activities seems to meet most people's needs. We will continue to search for new speakers who can update us on developments in the field of psychometrics, tell us about new instruments, together with validating data. At the April meeting, we had a good turnout to listen to Dr Mike Smith of University of Manchester Business School, and Dr Bob Edenborough who heads the assessment practice at KPMG. Both speakers have 40 years' experience of the 16PF and other instruments each and have published a number of books on the 16PF.

The June meeting focused on the use of the 16PF in coaching, the speaker being Pauline Willis, Chair of the BPS Special Group in Coaching Psychology. The leaders of the BPS's psychometric testing unit also addressed the group on their areas of activities.

The Committee always welcomes suggestions for potential speakers from members, and such is the standing of the 16PF Users Group that we get very few, if any, refusals to our invitations to address the group!

#### **Newsletter**

This is now being produced electronically and entirely in house, by David Roberts, its Editor and chief contributor, assisted by Ann Rodrigues. Again, we would welcome contributions

and articles from any members keen to see their name in print!

#### **Remit of the Group**

Discussions are under way within the Committee about broadening the remit of the group, for example about becoming a Test Users group rather than a 16PF users group. We intend to take soundings from the whole membership within the next 6-12 months, once we have examined in further detail the full implications of such a move.

*Ann Rodrigues*

### **WHAT COACHING METHODS DID SVEN USE?**

**How to be a good coach (?) and earn £5million per year**

**Pauline Willis shows us the way...**

At some point, most of us have been drawn into career guidance. We didn't mean to be; it is not our speciality, but somehow we find ourselves offering advice. I suspect it is the same with coaching. And mentoring.

Should we be doing this? Well, only if we are prepared to tackle it systematically. It's no good just drifting into it, and hoping that it will come right.

Pauline Willis, 2006 Chair of the BPS's Special Group in Coaching Psychology, addressed this topic at our June meeting.

## Coaching and Mentoring

First we need to clarify the differences between 'coaching' and 'mentoring'. Some feel that the differences are far from clear. This perhaps, is because both mentoring and coaching are still at a developmental stage as a profession. Further, both of them have overlapping skills. And if that weren't enough, those that practise them may have come from a variety of disciplines – as consultants, therapists, clinical psychologists and management trainers. Each will bring their own baggage - their skills and understanding and of course their experience of past situations – of what works and what doesn't. Pauline described coaching as '*a collaborative, solution-focussed, results-oriented and systematic process in which the coach facilitates the enhancement of work experience, self-directed learning and personal growth.*' (Grant 2000). Although it is a gross simplification, some practitioners believe that coaching deals with the present and the future, whilst therapy deals with the past. The traditional role of the mentor has parental overtones. The coach is more likely to deal with the transfer of specific skills.

### The need for structure

Pauline emphasised the need to have a structured approach to coaching. One approach is known as the GROW Model.

**G** – establish the **Goal**

**R** – check the **Reality**

**O** – consider all the **Options**

**W**- confirm the **Will** to act

In conducting this process the coach will need to exercise the skills with which

User Group members are no doubt familiar: viz. Questioning; Listening; Reflecting; Facilitating; Supporting.

So what of the core competencies required for coaching and mentoring? Pauline Willis outlined these as:

1. Professional Practice Skills (e.g. contracting, relationship management, managing the coaching/mentoring process)
2. Listening and Communication skills
3. Working effectively with attitudes, beliefs, and behaviours
4. Belief in the potential for others to grow and develop
5. Maintaining focus on positive outcomes (long or short term)
6. Self-awareness, confidence, and personal presence

More advanced and specialist competencies embrace:

1. Psychological models, methods and practices
2. Business and management development theory and practice
3. Critical thinking skills
4. Artistic and creative skills
5. Role specific experience e.g. management or leadership
6. Assessment skills e.g. psychological profiling and business analysis

The coach's deliberations or progress may be relayed to all relevant stakeholders for the purpose of

development planning, or direct to the person being coached if the matter is confidential or of a sensitive nature. Occasionally it may be necessary to refer an issue to an outside specialist.

### 16PF4 v 16PF5

One topic that generated much discussion and controversy, was Pauline's belief that for her purposes, the 4<sup>th</sup> Edition of 16PF served her better than 16PF5. This came as a surprise to many, but Pauline maintained that the 4<sup>th</sup> Edition had some factors that provided deeper clinical insights. Many long-term users of 16PF5 were no longer as clear about the differences as they would wish, (these differences have been explained at previous meetings, albeit many years ago.) As a result, Rob Bailey of OPP has agreed to address this issue at a future meeting.

Pauline finished the meeting by dividing us into four groups, each with a different 16PF profile. Our task was to determine what the developmental solutions to be.

Since coaching has become a popular topic in recent years, I am sure it will be addressed again.

By the way, tennis star Andy Murray now has a new coach, (pay: £500,000 per year), but there's sure to be openings with the England football team. Hone your skills.

*David Roberts*

*Editor*

**The Naval Club, 38 Hill Street,  
Mayfair, London W1.**

**Dr Julian Boon** is a psychologist at Leicester University whose interests will appeal to all our members – interview technique; the psychology of love, crime and psychological profiling of offenders.

**Wednesday 4<sup>th</sup> October**

**Colin Chase  
Fox One  
Consultancy**

Colin Chase of Fox One Consultancy introduced the after-tea session with a particular 16PF5 profile that had caused much analysis and debate – and as a result stressed the value of sometimes using additional psychometrics to gain further information and clarity. In this case the 16PF5 had been used together with the GPPI during the final selection phase for a senior managerial appointment. Syndicates were invited to determine what the 16PF5 yielded before being shown what the GPPI profile also revealed.

Colin had been retained to test 2 short-listed candidates for a Senior Marketing Director role in the Pharma sector. These two were assessed on the 16PF5, Watson Glaser (Critical Thinking), GMA Numerical test and the Gordon Personal Profile- Inventory. This battery had been carefully chosen against the clients' Key Selection Criteria and Person Profile.

We broke into syndicate groups to discuss what we saw and could predict from the 16PF5 for the candidate who was actually offered the job. The general feeling was that there were issues of concern arising from both tests – the 16PF5 gave some warnings about the Q<sup>1</sup>, Q<sup>2</sup> and Q<sup>4</sup> scores (Tense – Perfectionist) whilst the GPPI showed a very high (89%) level for Cautiousness combined with very high levels of "Vigor" (82%). Neither of these two GPPI factors seemed to be apparent on the 16PF5. However on combining both profiles the suggestion emerged that part of this persons construct was his tenseness and keenness for perfection resulting in deliberating long and hard about

decisions. Having eventually made up his mind he was likely to move into a high-energy action mode. Colin then explained how the deliberation proved to be so accurate. The Company made an offer to this candidate. He then continually called to seek further clarifications on the job, their expectations, his terms, etc, etc. After two weeks the company got fed up and withdrew the offer.

So did the tests predict this problem? The syndicate groups thought that they did when *combining both* profiles to reveal more information.

The executive search firm did not get their fee, as the second remaining candidate was also not deemed suitable. We assume that Colin did receive his and thanked him for a most interesting case profile.

*Nicholas Bennett  
Ledborough Associates*

## BELBIN AND THE WORLD CUP

I am writing this ten minutes after England have lost the football World Cup Quarter Final. So by now, you've almost forgotten about it? Of course. But listen: is there a lesson here for those who always look to sport and try to apply what they see to the working world?

It is more than 35 years since Meredith Belbin did his original work on the formation of teams, but one of his significant findings concerned what he called Apollo teams. These teams were composed of the most intelligent people attending his course at Henley. They were expected to do well in tasks they were set because they were 'the best'.

But in a league table of the best performers they came well down. We know why of course.

All together now: *because they didn't work as a team.*

Wrong. Or perhaps, not quite right. So let's put it another way: the team was not formed in such a way as to release the talents of each player. Transferring this to the World Cup debacle, our most gifted player had almost no opportunity to score. He seldom got the ball. When he did, he found he was on his own. Knowledgeable football 'pundits' constantly blamed the puzzling team formation for this. It made no difference. The team formation remained faulty to the end. So we lost in spite of having the most talented footballers of their generation.

Do we make the most of our gifted 'players' at work? Do we feed them the work that enables them to shine? Do we allow them to do what they do best? Or do we put them in a straightjacket? Are we too concerned with 'development' – trying to shore up their deficiencies at the expense of what they love, and do best?

Just posing the question, you understand.

**THERE'S NOTHING  
SO PRACTICAL AS A  
GOOD THEORY**

*Kurt Lewin*

My client was looking embarrassed – and defensive. I had simply asked to see the company organisation chart. I needed to get a feel for the reporting

structure. He said, "I'm sorry, but that's confidential. Only the top management are allowed to see it and have one". The thought of a manager not being able to see on paper, how he fitted in to the organisation was, I felt, ludicrous. How on earth could it be a secret?

### Management Fads

It was, I thought afterwards, over 100 years since someone had advocated the use of 'the family tree' as an organisational aid. Well, we mustn't rush into new management 'fads'.

Do you think of management 'initiatives' - panaceas – as no more than a fad? Flavour of the month at one point, and a year or so later, regarded as out of the ark. And a consultant that refers to one after it has fallen out of favour might be damned as being locked in the past. Old hat. Definitely 'last week', in the argot of the teenager.

User Group members, engrossed in psychometric practice and theory, may have had little time to think about the origins of some of the management concepts and theories that are rife – or have been in their day. Some die an early death, others linger on. And yet it is the pioneers of management thinking that have created the management milieu in which we work.

Management is action-centred, not theoretical. ("I'm a *practical* man, you see." You can hear it now, can't you, perhaps in a bluff northern accent?) But actions are nothing without ideas. So the typical manager, proud to regard himself as a 'man of action' is actually leaping about putting ideas into practice. But he may not see it that way.

### These you have loved

In thinking about this piece, I searched my memory for those managerial

solutions that promised so much. You may recall some of them.

Trying to keep these theories within living memory, you may remember business process re-engineering (mid 90s); empowerment (80s and early 90s); continuous improvement (80s and 90s); Management By Objectives (MBO)(60s and 70s); McGregor's Theory X and Theory Y (early 60s); Maslow's Hierarchy of Needs (50s); Herzberg's 'motivator and hygiene factors (60s)'; Our old friend job enrichment (70s). There was also TQM (80s). And the learning organization (early 90s), remember that? And what happened to benchmarking (80s)? All regarded as The Holy Grail in their day. Oh yes, and remember quality circles (80s)?

Of course some of these are still being put into practice, with varying degrees of success and enthusiasm, but my point is that they arrive on the industrial scene with the sort of fanfare usually accorded to a new head of state, and usually launched by an academic, (who may just happen to run a consultancy as well). The message is that if you want to survive commercially, you MUST use this technique. For a while we are all taken in. Then gradually the excitement eases; after a few years the elixir turns to just half-decent wine, and then to *vin ordinaire*. Then plonk. So that wasn't it. Must be something else. On to the next.

But: perhaps we are jumping much too far ahead. Have you ever thought about the early management thinkers – the proponents of 'fads' in their day. Who were they, and what did they contribute? And most importantly, are they of any relevance today?

Readers who studied management with other cavemen in the distant past may recall Henri Fayol, Max Weber, and of

course F W Taylor, the founder of 'scientific management'.

### French Mining Engineer

If you are a Francophile, you will want me to start with Fayol (1841 – 1925). Who he? Well, he was a French mining engineer and one of the very few management thinkers who had a 'real job' - working in the pits. Initially he was concerned with fire hazards in the mines, and from 1872, with the economic life of the pits. This required him to exercise the critical management function of thinking ahead.

Later, he was responsible for ensuring adequate reserves, and finally he became group-managing director. But by then the company was on the brink of bankruptcy. So he closed all the uneconomic pits (sounds familiar?) and by 1918, when he retired, the financial position of his mining group was impregnable. It was famed throughout France for its efficiency and administrative skills. He hated waste (would that he were head of the European Union today!). The Government invited him to investigate the workings of the French Postal Service and make recommendations. In retirement he devoted his time to expanding his views on management.

Fayol is largely ignored today, and much of his thinking has been ascribed to his successors. But he was the first to classify management functions as those of planning, organizing, directing, and controlling. (But Henry Mintzberg, 60 years later, had different views). Fayol maintained that planning must be dynamic rather than static; that staff must be involved; that their interest can be stimulated through training; he was the first to advocate the use of organization charts.

### Management Development

These charts should be accompanied by job descriptions, defining duties clearly, together with an attempt to place a "value" on each employee - the beginning of his scheme for management succession and development. He saw training as a continuous process and was certainly the first to write on management development. So he was a true pioneer, and readers no doubt witness his legacy in their daily assignments. But a century later, there are still organisations that regard training as a 'frill', and who pay lip service to management development. Fayol's key work was *General and Industrial Management*, not published in the UK until 1949.

### Bureaucracy

We are scathing about the bureaucratic attitudes of councils, of Government, of quangos, and indeed any organisation that seems large and ponderous. The word 'bureaucratic' has become a pejorative term. It was not always so. Bureaucracies were favoured and admired by Max Weber (1864 – 1920), a German lawyer, sociologist and political scientist.

Weber had a precocious intellect. At fourteen, he wrote letters in which he quoted Homer, Virgil, and Cicero.

But his reputation has been tarnished with the word 'bureaucracy'. Weber was concerned with the organisation as a bureaucracy. He believed that the most efficient organisation should resemble a machine – a hierarchy with controls, rules, and procedures. With Teutonic directness he said that he disliked organizations with 'charismatic' leadership. For him, they had to be what he called 'rational-legal' organizations. He regarded this as the

best way to run an organization. And probably, for the times in which he lived, he was right. (Weber: A-; B+++; F+; G+; N-; Q<sup>3</sup>+. What do you think?)

The family business, with hereditary rights to control it, already showed signs of weakening. In recent decades, thinking has changed radically, away from bureaucratic organisations, to those with the charismatic leadership that Weber criticised. We play up the concept of leadership in its many forms: from the Ford dynasty, to Richard Branson, charisma has ruled OK. Except of course, for its implications for management succession.

This piece has dealt with the early management thinkers. In the next issue we look at Scientific Management, the effects of which are still apparent to every User Group member today - Taylor ('one best way to do a job'); Gilbreth ('cheaper by the dozen'); Henry Ford, ('any colour as long as it's black'). Ford the brilliant marketeer and the originator of 'mass production' (but was he?) We will reveal that Ford really wanted to be none of these things, but something completely different. Oh, and he tried to stop the First World War single-handed. That's egocentricity for you. Factor O++ of course, but I'll leave you to determine the rest.

*What is your experience of management 'fads'? How have they helped or hindered you as a consultant or manager? You can email your responses to*

[david@evanroberts.fsbusiness.co.uk](mailto:david@evanroberts.fsbusiness.co.uk)

*We will publish a selection.*

**FACTOR L.  
DOES IT STILL  
TELL US THE  
TRUTH ABOUT AN  
INDIVIDUAL?**

It's more than a suspicion. It is a fact. Did you know that the French are the most suspicious people in Europe with less than 20% saying that they trusted one another? And they called us perfidious Albion! At least the Marquis de Ximenez did in 1793. The reasons for this suspicious nature, apparently, are primarily due to immigration, in spite of greater job security in France.

But before we become too smug, we need to look at Britain. Here, only 29% thought that others could 'generally be trusted'. Compare this with the 1950s when 60% of us thought that way.

### **Breakdown of communities**

Why should this be? Cambridge University researchers blame the breakdown of communities. We tend to lead busier lives, and are less likely to live close to relatives. We also know less about our neighbours and researchers point to the influx of illegal asylum seekers saying that this tends to fuel a feeling of unease towards strangers. The director of market researchers Mori, said, "We are less likely to be trusting in areas where people are more mobile and where it's more ethnically diverse. People like and trust people who are like them."

But there is more. People who are trusting tend to live longer, have fewer heart attacks and are less likely to be clinically depressed. So said a fellow of St John's College, Cambridge.

And of course, this may not come as too much of a surprise to the cognoscenti – by which I mean 16PF users. They will know that we are really talking about Factor L – Vigilance versus Trusting. This loads on to the Global Anxiety factor along with C – Reactivity; O+ Apprehension and Q<sup>4</sup> +Tension.

Factor L correlates well with the NEO Trust scale (A1) and also with three Neuroticism facets of Anxiety (N1); Angry Hostility (N2), and Depression (N3).

So there's the evidence. And for good measure, we might recall that in Transactional Analysis, *I'm Not OK, You're Not OK* signifies that if we are unhappy with ourselves, then we are likely to be unhappy about others. Just like high Factor L.

One last point: levels of trust have also declined in Australia, Ireland, and the US. In contrast, nearly 70% of Danes and Swedes claim to trust their countrymen.

Test authors take note.

*David Roberts*

## BEHIND THE 16PF PROFILE

After an hour talking to Tom, asking questions, listening to his answers, I had a fair idea of his profile.

A++; E++; F++; H++; O-; Q2++

Ah, I hear you say, there must be some redeeming features in the man, surely?

Yes. M++; I-; Q1++; Q3++ Q4-.

Tom believes in a committee of one. That way you can get things done. So what does he do?

Well one night, in 2000, he switched on the television to see the latest humanitarian tragedy unfold. And like most of us he was ashamed of what he saw. He wanted to do something about it. But instead of leaving it as a wish, he thought about what he could do, and what people need in those impoverished

circumstances. He thought they might need a box full of essential stuff – a tent, a bed, cooking utensils, simple tools, even pencils for the children. There is enough for 10 people. We are talking here of people who have absolutely nothing.

He is a keen member of Rotary. His local branch backed his idea, and he enlists the help of Rotary worldwide to distribute his shelter boxes. He relies on their reports to identify the most needy: not the BBC, ITV, or CNN, whose footage is edited and 'produced' for the benefit of audiences.

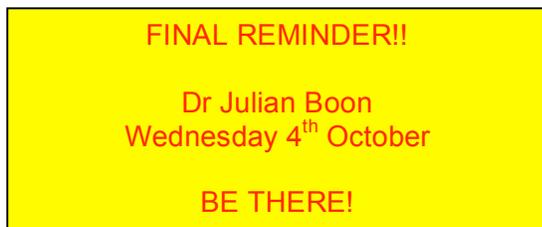
I saw Tom in his very large warehouse at Water-Ma-Trout (no, I am not kidding: look on the map), near Helston, Cornwall. There are hundred and hundreds of shelter boxes there. All packed by volunteers. All contain essentials to help restore dignity. Look at his website now, and you will see that Java, Ecuador, and Somalia, have just benefited from his idea. And of course Lebanon.

Tom negotiates with suppliers worldwide to get the highest quality materials. Yes, you can see from his profile that he is 'rather full of himself'. He won't mind me saying that. But he gets things done, and if you can point to the sort of success that he has had, you have every right to be proud.

On a recent overseas visit he was in discussion with a member of one of the international agencies. Things were going OK until he saw the man's £40,000 Land Rover. "I don't think we have anything in common," said Tom, and walked away towards a group of homeless and starving people.

If you're ever in Water-Ma-Trout look him up. You'll see his 16PF profile in action.

Visit his website. [www.shelterBox.co.uk](http://www.shelterBox.co.uk).  
It's a revelation of what one man can do  
with a simple idea.



CONSULTING EDITOR

Penny Moyle

OPP Ltd Tel 01865 404500

[penny.moyle@opp.eu.com](mailto:penny.moyle@opp.eu.com)

MEMBERSHIP ADMINISTRATOR

Caro Leitzell Tel 01962 880920

[admin@leitzell.clara.co.uk](mailto:admin@leitzell.clara.co.uk)

EDITOR

David Roberts Tel 01509 852870

[david@evanroberts.fsbusiness.co.uk](mailto:david@evanroberts.fsbusiness.co.uk)

ASSISTANT EDITOR

Ann Rodrigues Tel 07947 159848

[ann@acer-hr.co.uk](mailto:ann@acer-hr.co.uk)

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