
The

Relationship Report

for

Sample, Client F.

and

Sample, Client M.

Sample, Client F. Report Identification Number: 1

Sample, Client M. Report Identification Number: 28

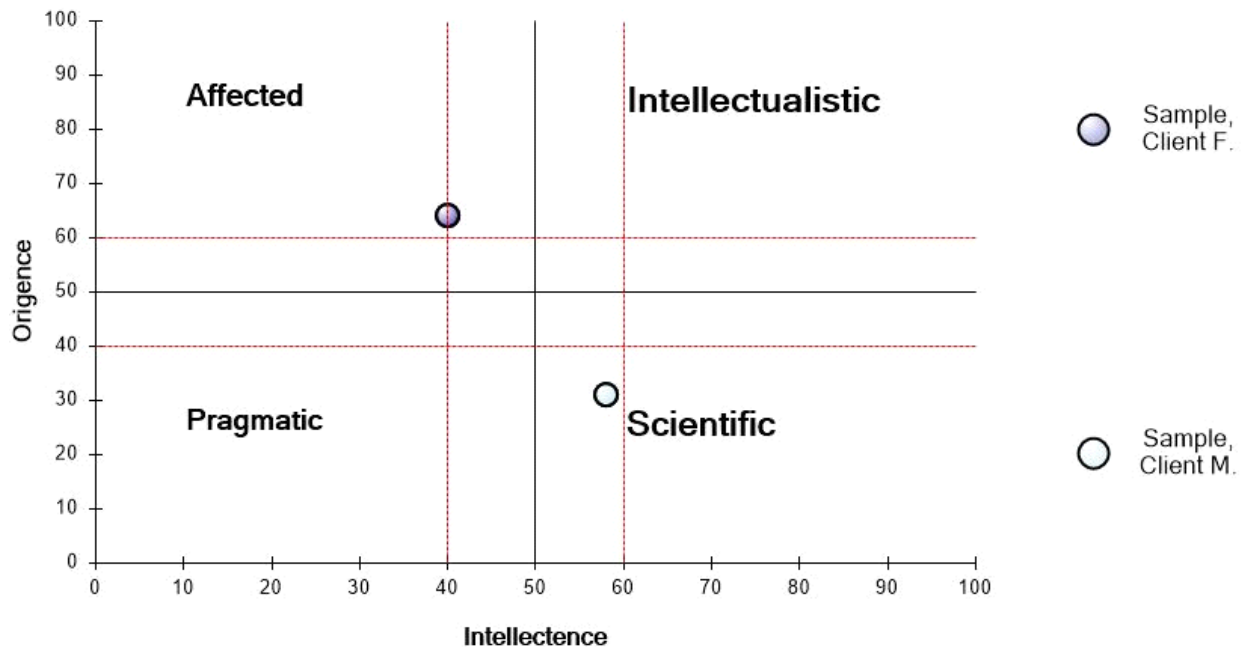
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Core Orientations

Orientation Toward Life

Origence The ability to think imaginatively, to bring new ideas and tangible products into being, to modify the environment in accordance with aesthetic criteria, to picture the world of the past and the future, and to discern the underlying elements of order in disorder, and even sense in nonsense.



Intellectence The ability to think abstractly, to detect logical relationships, and to apply general principles to the solution of specific problems.

Sample, Client F.

She may be best at lighthearted social encounter rather than in more intellectually demanding tasks. It appears that she likes people, but possibly more for self-centered reasons than a genuine social interest. She may prefer excitement and stimulation expressed in sensual pleasures, and changing activities.

She may not enjoy work or other activity for its own sake, rather she may seek immediate

Sample, Client M.

He is prudent and vigilant with the ability to plan ahead. This allows him to avoid intemperance and undue impulsiveness. His desire for morality and order may also explain a tendency toward strong opinions on ethical issues; he is likely to look askance at those who violate societal conventions. He is practical and predictable in his thought and perception, and tolerant of the ineptitude and intellectual shortcomings in others. Intimacy may be sought with the candid sharing of

gratification and may have difficulty enduring the delay of working toward long-term goals. She may be more comfortable in vocations or positions where dramatics and emotional persuasion are required and result in immediate results (preferably recognition and approval).

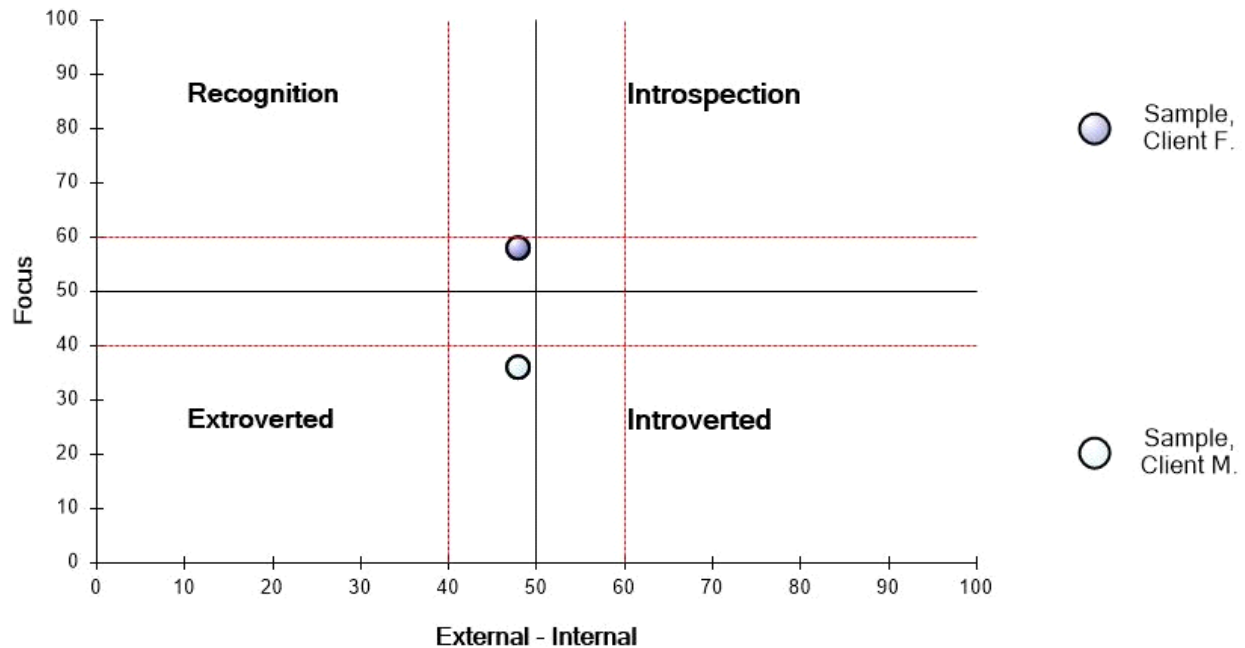
She may have mood swings where positive affect is replaced by negative attitudes, especially toward other persons. When others praise or amuse her, they may be readily accepted and sought out, but when others impose standards or are critical of her, they may be rejected or turned against. Thus, immediate acquaintances may be enjoyed but enduring friendships not established.

She may reject authority both personally and in terms of formal social values and may be inclined toward rebellion for its own sake rather than for an ideological principle. Her moral code may be based on her personal and emotional reactions at the moment rather than a studied or calculated analysis. She may not be introspective and may not appreciate this characteristic in others. She may tend to respond emotionally to the events in the world around her and to the actions of others with whom she has personal, social, or vocational contact. She may be more easily influenced by superficial appearance and short-term outcomes than by a reasoned evaluation of remote consequences. She may seek to persuade others with her personal charm rather than by rational or logical argument.

significant feelings. While intelligent and inventive, he is also anxious, ill at ease, and preoccupied. Often keeping people at a distance, he is skeptical of their intentions and may feel alienated. He is independent and flexible, and enjoys informality and relaxation, but is influenced by illogical concerns. He tends to seek adventure and activity while remaining sophisticated and relaxed. Creative, independent, spontaneous and moral behavior is more important than conformity. Emphasizing self-sufficiency, he may be strong-willed, original in thought and perception, aesthetically sensitive, indifferent to convention, and easily annoyed by those viewed as uninsightful, intellectually slow or undiscerning. Though talented, he may be uncomfortable with his own needs and those of others. He probably avoids intimacy, based on a candid sharing of significant feelings, sensing it as a danger. He tends to be unpretentious uncomplicated, forbearing, forthright, respectful of rules, and accepting of his role in life. He tends to be analytical, logical, astute, intellectually capable, self-disciplined, and prepared to do the planning and work necessary to attain his goals. People may view him as somewhat rigid.

External - Internal Focus

Focus An externalized focus indicates an emphasis on the 'outside' environment. People, objects, and action are more likely to be important than the 'inner' environment of ideas and concepts. This suggests a preference for a stimulating environment, activity, and interaction rather than quiet and solitude.



External - Internal An internalized focus indicates an emphasis on ideas, concepts, and cognitive activity. The 'inner' environment is more likely to be important than are people, objects, and action. This suggests a preference for quiet and solitude rather than activity and interaction.

Sample, Client F.

Enterprising, and pleasure seeking, she may not exercise self-restraint or postpone gratification. While others may see her as entertaining, others may also view her as self-centered and pushy. She tends to seek adventure and activity while remaining sophisticated and relaxed. Creative, independent, spontaneous and moral behavior is more important than conformity. She tends to be unpretentious uncomplicated, forbearing, forthright,

Sample, Client M.

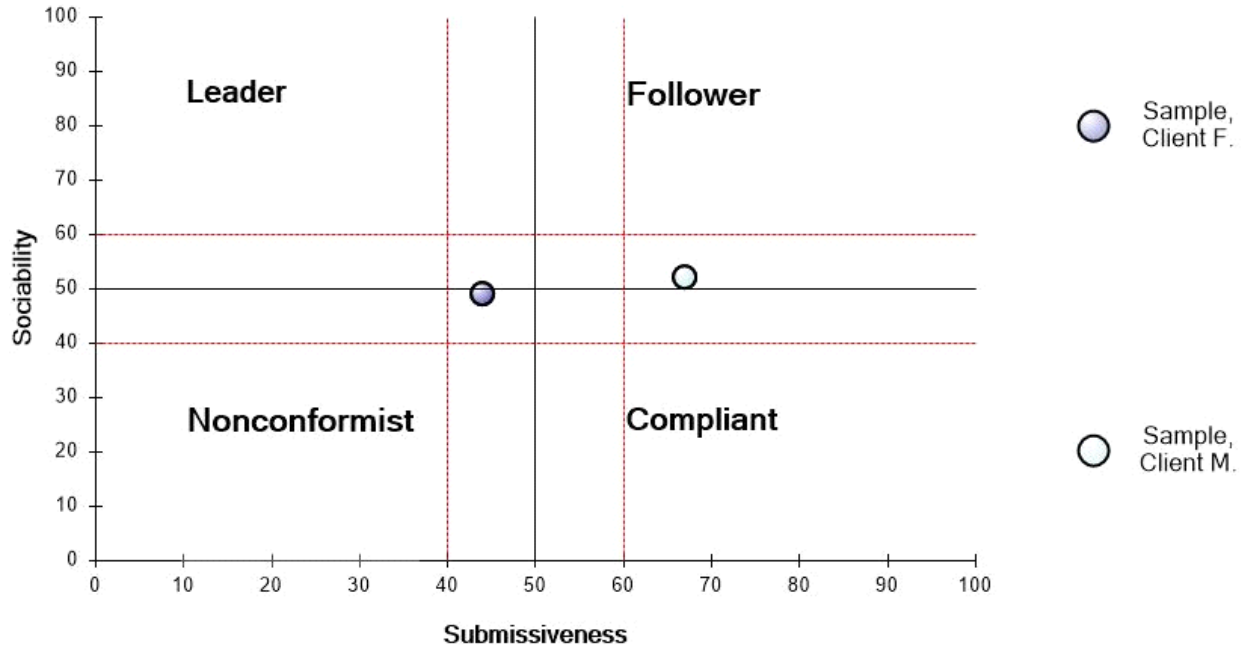
Moderate, cautious, and slow to respond in interpersonal encounters or pleasurable activities, he is likely viewed as self-denying and lacking in excitement. He is prudent and vigilant with the ability to plan ahead. This allows him to avoid intemperance and undue impulsiveness. His desire for morality and order may also explain a tendency toward strong opinions on ethical issues; he is likely to look askance at those who violate societal conventions. While intelligent and inventive,

respectful of rules, and accepting of her role in life. She may have as much difficulty setting aside the roles she learned in childhood as do most people. This may be demonstrated through the same amount of independence and uncertainty about how to cope with the demands of life that others show. She is probably as strong-willed, original in thought and perception, aesthetically sensitive, and indifferent to convention as are most people. However, while intimacy may be sought the candid sharing of significant feelings may be avoided. She is as analytical, logical, astute, and intellectually capable, as are most people.

he is also anxious, ill at ease, and preoccupied. Often keeping people at a distance, he is skeptical of their intentions and may feel alienated. He may have as much difficulty setting aside the roles he learned in childhood as do most people. This may be demonstrated through the same amount of independence and uncertainty about how to cope with the demands of life that others show. He is probably as strong-willed, original in thought and perception, aesthetically sensitive, and indifferent to convention as are most people. However, while intimacy may be sought the candid sharing of significant feelings may be avoided. He is as analytical, logical, astute, and intellectually capable, as are most people.

Orientation Toward Others

Sociability Gregarious, compassionate tendencies which are demonstrated through numerous close, warm interpersonal relationships.



Submissiveness Consistent, self-disciplined, rule-respecting tendencies expressed in a preference for cooperation over competition and following rather than leading.

Sample, Client F.

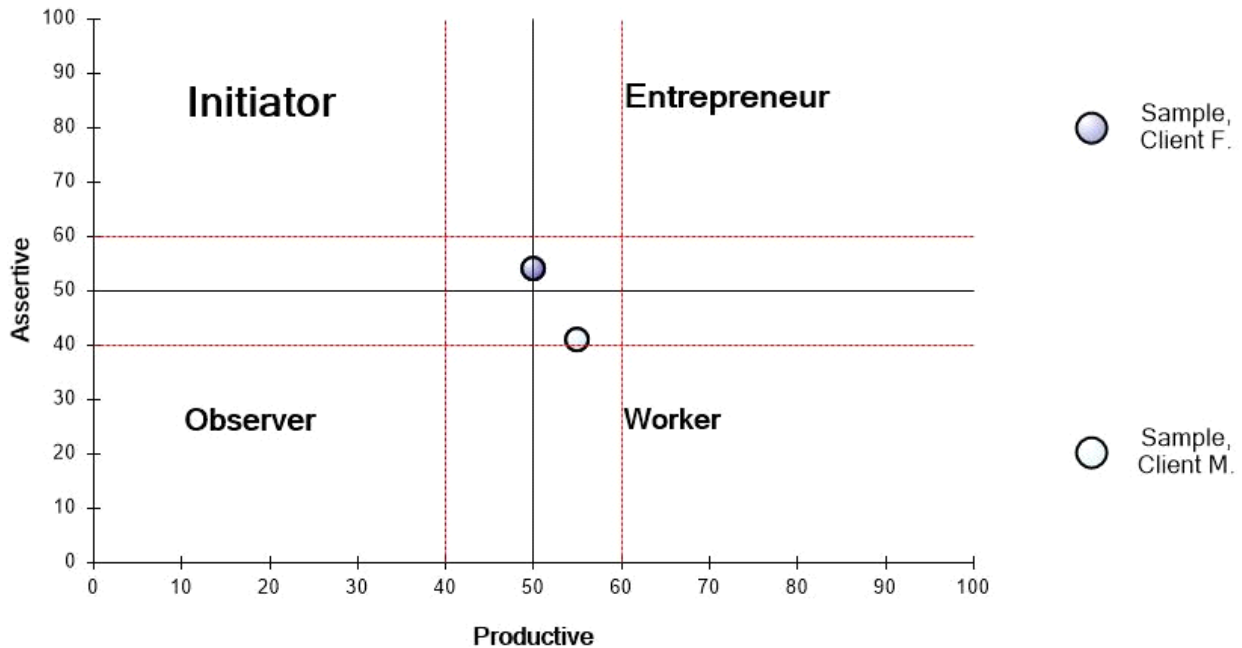
She may seek and maintain about as many personal friendships and social engagements as do most people. Her interest in seeking the company of her peers and to experience emotional satisfaction from interpersonal and erotic interactions with them is about like that of most others. Competition and risk-taking may be stimulating to her and she may enjoy defeating rivals. Her behavior may be headstrong and impulsive, and may lead to conflict with others. She may stretch the limits as if trying to see how much can be gotten away with.

Sample, Client M.

He may seek and maintain about as many personal friendships and social engagements as do most people. His interest in seeking the company of his peers and to experience emotional satisfaction from interpersonal and erotic interactions with them is about like that of most others. He is likely to prefer anonymity and freedom from conflict to the winning of interpersonal victories. He is conscientious, unassuming and patient, deferring to others without loss of self-respect. Tending to over-control his needs and impulses, he often delays gratification unnecessarily.

Orientation Toward Work

Assertive Ascendant, demanding, strong-willed tendencies demonstrated through active, pleasurable, self-satisfying behavior.



Productive Resourceful, resolute behavior resulting in the completion of goal-oriented tasks. Power and intellectual ability are valued and emphasized.

Sample, Client F.

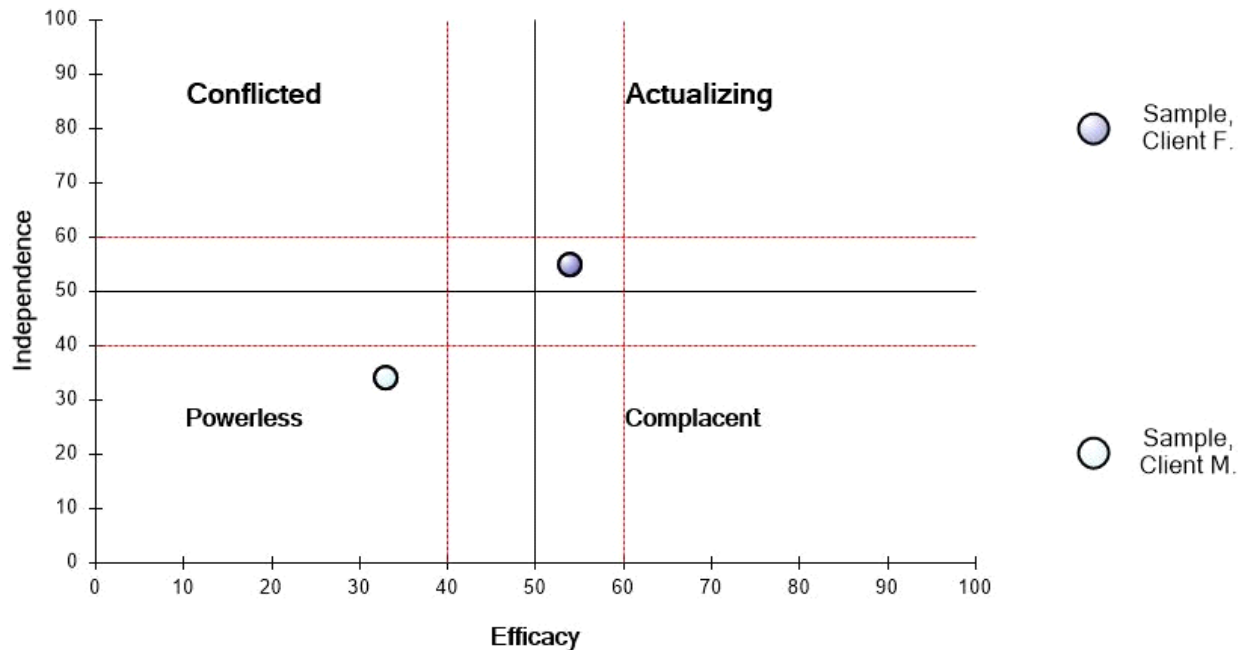
The tendency to 'put herself down' through self-criticism, guilt, or social impotence is about like that of others. She may have as much difficulty setting aside the roles she learned in childhood as do most people. This may be demonstrated through the same amount of independence and uncertainty about how to cope with the demands of life that others show.

Sample, Client M.

He may respond quickly to others and to situations, basically certain that he is right. He probably has defined how others should treat him and what he should get in life, and may be somewhat insistent on obtaining both. He may have difficulty setting aside roles he learned in childhood. This may be demonstrated through a lack of independence and uncertainty about how to cope with the demands of adult life. Also, he may fear direct confrontation and avoid it.

Self Determination and Efficacy

Independence Autonomous, independent and self-directed behavior which may be demonstrated through nonconforming, even rebellious, behavior that, while stressing self-determination, is likely to be accompanied by a tolerant acceptance of the behavior of others.



Efficacy Emotional health and stability, which are demonstrated in an ability to respond calmly to stressful situations and the forming of comfortable relationships.

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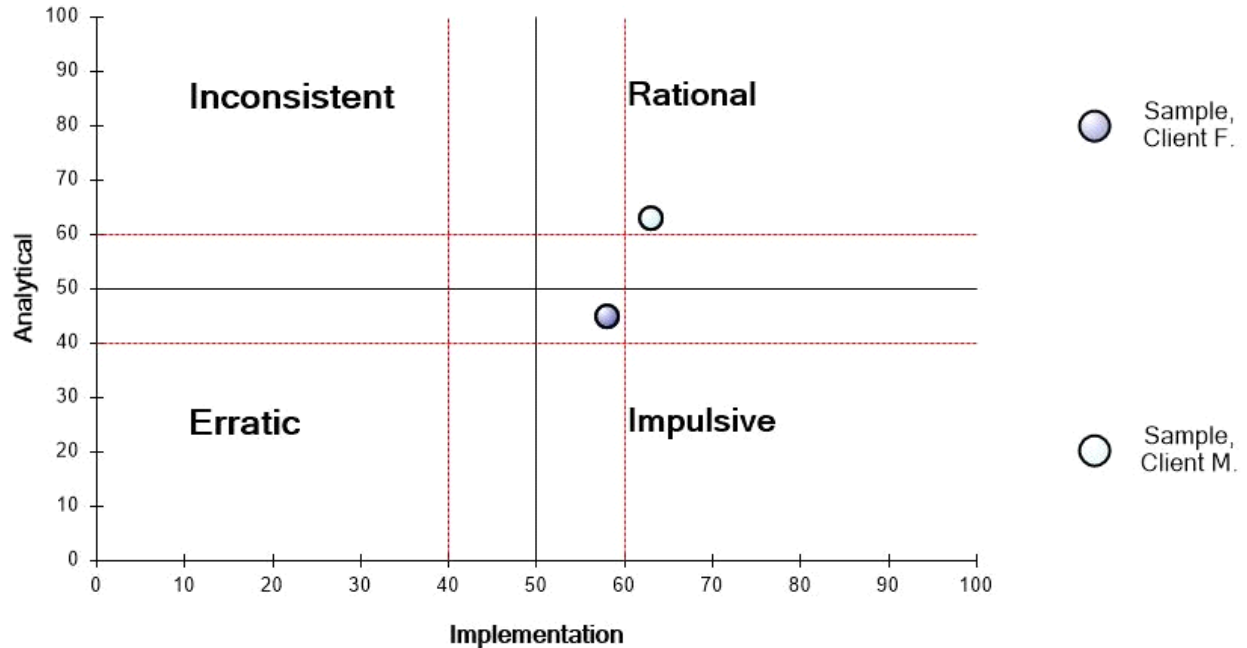
She may be independent, autonomous, and indifferent to the feelings of others. Others may perceive her as somewhat egotistical and headstrong. She is as self-satisfied and comfortable with herself as are most people.

Sample, Client M.

He likely has a strong preference for conservative values and morals, and is self-questioning, self-critical, and possibly feeling anxious or guilty.

Decision-Making and Implementation

Analytical The valuing and utilizing of objective, measurement based information in the formulation of plans and actions.



Implementation Consistent, conscientious, focused behavior with an avoidance of impulsive or erratic action.

Sample, Client F.

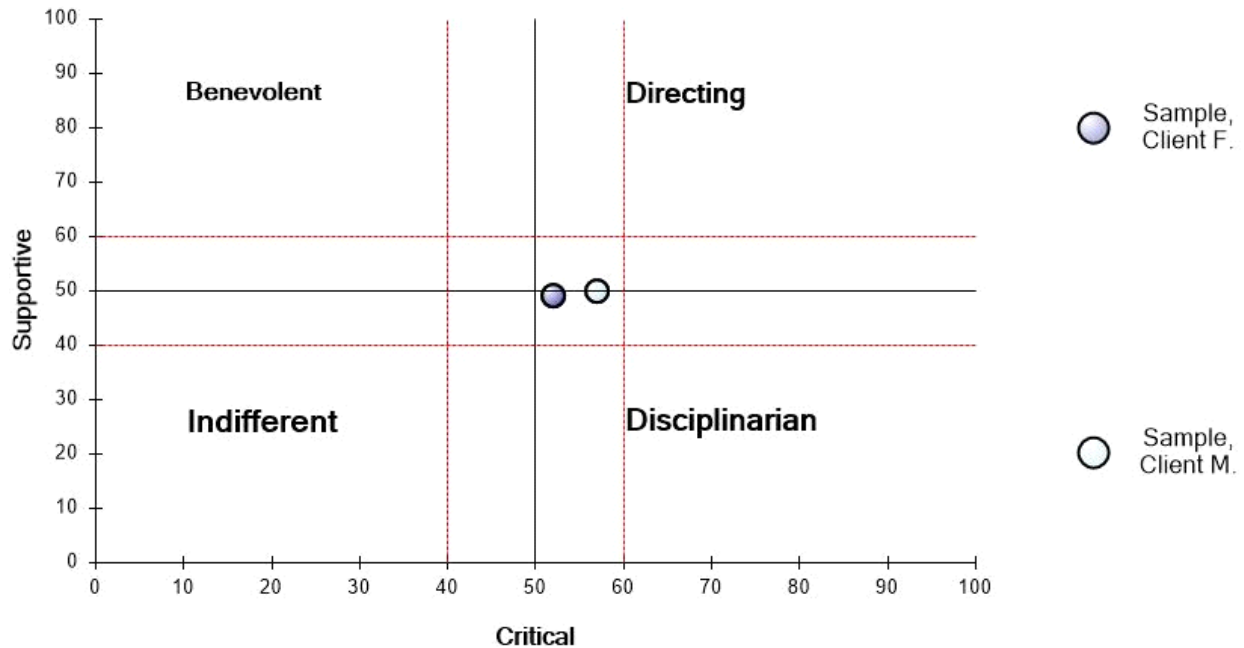
She is as analytical, logical, astute, and intellectually capable, as are most people. She may be conscientious and, with a strong sense of duty, avoid playfulness and non-essential activities. For her, stability and continuation may be more important than the new and different.

Sample, Client M.

He is analytical, logical, astute, intellectually capable, self-disciplined, and prepared to do the planning and work necessary to attain his goals. He probably has a strong sense of duty and avoids playfulness and non-essential activities. For him, stability and continuation are more important than the new and different. People may view him as rigid.

Parenting-Mentoring Style

Supportive Cooperative behavior which is expressed in the acceptance of others and the provision of material and/or emotional support to them.



Critical Attitudes of evaluation and distrust which may be expressed in behavior that others perceive as hurtful attacks, manipulation, or domination.

Sample, Client F.

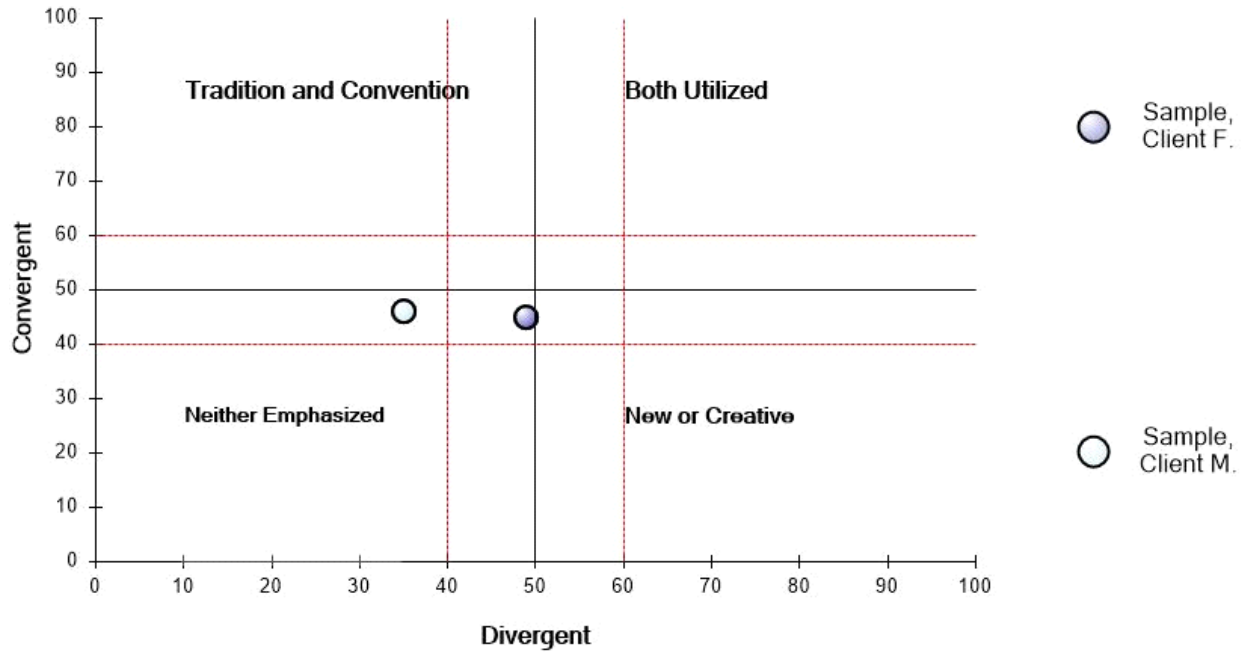
Continuity and the preservation of old values are probably as important to her as others are to most people. She is as likely as others to seek to sustain relationships and to foster courtesy and respect. She is as judgmental, easily angered, skeptical, counteractive, and irritated by interference or obstacles as are most people.

Sample, Client M.

Continuity and the preservation of old values are probably as important to him as others are to most people. He is as likely as others to seek to sustain relationships and to foster courtesy and respect. He may be easily angered, skeptical, counteractive, and is likely to be irritated by interference or obstacles. He may pursue his own interests and may be indifferent to those of others, who he may view as adversaries to be defeated.

Cognitive Style

Convergent Reliance on Tradition and Convention (TC).



Divergent Exploration of New or Creative (NC), but possibly unproven or risky ideas.

Sample, Client F.

She tends to be as unpretentious, forbearing, forthright, and respectful of rules, as are most people. She is probably as strong-willed, original in thought and perception, aesthetically sensitive, and indifferent to convention as are most people. However, while intimacy may be sought the candid sharing of significant feelings may be avoided.

Sample, Client M.

He tends to be as unpretentious, forbearing, forthright, and respectful of rules, as are most people. He is practical and predictable in his thought and perception, and tolerant of the ineptitude and intellectual shortcomings in others. Intimacy may be sought with the candid sharing of significant feelings.

Narrative

Sample, Client F.

PRODUCTIVENESS

She is basically satisfied with herself and she believes that her behavior is appropriate. She may be conscientious and, with a strong sense of duty, avoid playfulness and non-essential activities. For her, stability and continuation may be more important than the new and different. Concerns with neatness, organization, or the planning of her activities are similar to those of most people. Ambitious and impatient to get the things she values, she may insist on having her way and attaining her goals. She may stress action, visible rewards, and self-gratification. About as reliable and diligent as are most people, she is as attentive to duties, the responsibilities of adulthood, and obligations as others. She is as analytical, logical, astute, and intellectually capable, as are most people.

ASSERTIVENESS

Her need to lead others (groups) and those with whom she has relationships is a little stronger than that of most others. The frequency of acting in ways to attract the immediate attention of others is similar to that of others. She may be competitive and aggressive, viewing others as rivals to be vanquished. Her impulses may be strong and when under controlled, expressed with little regard for social courtesies. She is as likely to exercise self-control and delay her actions as are most people. Ebullient, enterprising, and pleasure seeking, she rejects self-restraint and the postponement of gratification. While others may see her as entertaining, others may also view her as aggressive or self-centered and pushy.

SOCIABILITY

Her perception of her environment is probably similar to that of most other people, allowing her to interact as effectively as do most people. She is about as interested as are most people in activities that require intellectual or cognitive abilities. Her involvement in behavior, which provides material or emotional support to others, is about as frequent as that of most people. Wholehearted participation in social interaction may be difficult for her. Perhaps, she tends to worry about commitments and the meaning of relationships, and thus avoids involvement with others. She is more likely than most people to engage in life's activities with gusto and vitality. She is about as likely to demonstrate helpfulness, sympathy, and affection, as are most others. Continuity and the preservation of old values are probably as important to her as others are to most people. She is as likely as others to seek to sustain relationships and to foster courtesy and respect. She tends to be as unpretentious, forbearing, forthright, and respectful of rules, as are most people.

INDIVIDUALITY

She may be independent, autonomous, and indifferent to the feelings of others. Others may perceive her as somewhat egotistical and headstrong. She is similar to most people in her

reaction to challenges, the seeking of novel experiences, and the avoidance of routine. As a poised, self-assured initiator who strives to achieve gratification, she is probably willing to cut a few corners to create a good impression and attain goals. Observers may see her as assertive, enterprising and self-confident. She is venturesome, aesthetically reactive, clever and responsive. People are likely to recognize her breadth of interests, cognitive ability, and ideational fluency. She seeks adventure and activity while remaining sophisticated and relaxed; this may be a source of conflict. Academic underachievement is probable because physical activities may interfere with intellectual activity. Creative, independent, spontaneous, and moral behavior is more important than conformity. She is probably as strong-willed, original in thought and perception, aesthetically sensitive, and indifferent to convention as are most people. However, while intimacy may be sought the candid sharing of significant feelings may be avoided.

WELL-BEING

She may be reserved and likely to demonstrate moderation than to act out of a sense of urgency. She may vacillate between pessimism and optimism, but tend to be accepting of herself and others. She is likely to be hard working, goal directed, and determined to do well. Her motivation to succeed may lie less in competitive drives than in a strong need to live up to her own high and socially commendable criteria. Others are likely to acknowledge her energy and enterprise. However, others may also see elements of coercion, impatience, and self-aggrandizement in her actions. She probably seeks as much sympathy, affection, and emotional support from others as do most people. The tendency to 'put herself down' through self-criticism, guilt, or social impotence is about like that of others. She is about as receptive to counseling or professional advice regarding her personal problems as are most people. Her ability to 'love and work', Freud's criterion of personal adjustment, is like that of most others and suggests that her ability to cope with situational and interpersonal demands should be as well. She is as self-satisfied and comfortable with herself as are most people. She is as judgmental, easily angered, skeptical, counteractive, and irritated by interference or obstacles as are most people.

SUBMISSIVENESS

Competition and risk-taking may be stimulating to her and she may enjoy defeating rivals. Her behavior may be headstrong and impulsive, and may lead to conflict with others. She may stretch the limits as if trying to see how much can be gotten away with. A commitment to duties and obligations, with a reluctance to deviate from agreed-upon courses of action may make her appear rigid at times. She may work hard to see that consensual goals are attained and be a steadying influence upon others. Valuing good organization and careful planning, she tends to avoid emotionalism, but may become dissatisfied when people or events interfere with her plans. She may have as much difficulty setting aside the roles she learned in childhood as do most people. This may be demonstrated through the same amount of independence and uncertainty about how to cope with the demands of life that others show.

Sample, Client M.

PRODUCTIVENESS

He is basically satisfied with himself and he believes that his behavior is appropriate. A conscientious worker, he probably has a strong sense of duty and avoids playfulness and non-essential activities. For him, stability and continuation is more important than the new and different. He is not likely to endure setbacks and distractions easily, nor is he likely to welcome change and variety; rather he steadily pursues his goals and seeks stability. He probably assumes tasks that require self-discipline and diligent effort as he seeks to avoid disorder, subjectivity, and impulsivity. His preference is probably for objectivity, rationality, and reason. About as reliable and diligent as are most people, he is as attentive to duties, the responsibilities of adulthood, and obligations as others. He is analytical, logical, astute, intellectually capable, self-disciplined, and prepared to do the planning and work necessary to attain his goals. People may view him as rigid.

ASSERTIVENESS

His need to lead others (groups) and those with whom he has relationships is like that of most others. Situations in which he will be prominent or required to perform are avoided. He is cautious, restrained, avoiding of conflict, and quickly gives in to escape interpersonal stress or controversy. He may seek to avoid confrontation or conflict and be unlikely to make demands on others. Interpersonally, he may be forbearing and conciliatory. However, this does not indicate comfort with or the acceptance of the others' behavior - just a desire to avoid the conflict that might occur should he speak out. His strong preference for diligence and attention to duty may be attained at the cost of spontaneity and self-enhancement. Too much self-control may inhibit his behavior at times. He is practical and predictable in his thought and perception, and tolerant of the ineptitude and intellectual shortcomings in others. Intimacy may be sought with the candid sharing of significant feelings.

SOCIABILITY

He may seek the company of others and be tactful, tolerant, and not easily offended. His perception of his environment is probably similar to that of most other people, allowing him to interact as effectively as do most people. He has a stronger interest in understanding the 'why' of things, including his own behavior and that of other's, than do most people. He may be concerned for the welfare of others and willing to provide material or emotional support to them. He may seek and maintain about as many personal friendships and social engagements as do most people. He is more likely than most people to engage in life's activities with gusto and vitality. Basically sympathetic and considerate, he is likely to elicit positive reactions from others and in turn treat them with respect. He tends to be cooperative, appreciative, cheerful, warm, and valuing of intimacy and mutuality in relationships. Continuity and the preservation of old values are probably as important to him as others are to most people. He is as likely as others to seek to sustain relationships and to foster courtesy and respect. Moderate, cautious, and slow to respond in interpersonal encounters or pleasurable activities, he is likely viewed as

self-denying and lacking in excitement. He tends to be as unpretentious, forbearing, forthright, and respectful of rules, as are most people.

INDIVIDUALITY

He perceives change or challenges as threatening, and seeks a stable, risk-free environment. He prefers safe, well-defined situations. The perception that he lacks verve and imagination may reduce opportunities others might otherwise extend to him. He may be timid and fearful, tending to give up easily and withdraw. He may have difficulty mobilizing his resources and taking action. Uncertainty and disorganization are probably uncomfortable for him. In complex or ill-defined situations he is subdued, conservative, and avoids involvement or action. He is prudent and vigilant with the ability to plan ahead. This allows him to avoid intemperance and undue impulsiveness. His desire for morality and order may also explain a tendency toward strong opinions on ethical issues; he is likely to look askance at those who violate societal conventions.

WELL-BEING

He is likely to be expressive and eager to explore the world around him, but inconstant and even capricious in his reactions. While attractive, vivacious, and enthusiastic, he may also be somewhat self-seeking. He is as likely to be hard working, goal directed, and determined to do well as are most people. His motivation to succeed may lie less in competitive drives than in a need to live up to his own criteria. He avoids conflict and confrontation. He may feel inadequate when coping with stress and crisis, and retreat into fantasy on occasion. Others are viewed as stronger and more effective than he is and he frequently seeks their support. Basically, submissive to the wishes and demands of others and avoiding of conflict, he may ask for little in life. His interpersonal world may be marked by worry and foreboding. He may view others as more effective or deserving than himself. Professional or personal problems may result from shyness, diffidence, or self-denial. He may frequently feel unable to fully enjoy life and attain his goals. While he may wish to improve his status, he may doubt his ability to do so. He is solicitous of coaching or professional advice. His ability to 'love and work', Freud's criterion of personal adjustment, is like that of most others and suggests that his ability to cope with situational and interpersonal demands should be as well. He has poor morale and feels defeated by life. However, he is likely to be regarded as kind, modest and considerate of the rights and wishes of others. He may be easily angered, skeptical, counteractive, and is likely to be irritated by interference or obstacles. He may pursue his own interests and may be indifferent to those of others, who he may view as adversaries to be defeated.

SUBMISSIVENESS

He prefers conventional values and lifestyles, seeking security in the tried and true, while avoiding risks. Since he dislikes decision-making, he takes comfort in receiving direction from a valued and trusted other. He is likely to prefer anonymity and freedom from conflict to the winning of interpersonal victories. He is conscientious, unassuming and patient, deferring to others without loss of self-respect. Tending to over-control his needs and impulses, he often delays gratification unnecessarily. A commitment to duties and obligations, with a reluctance to

deviate from agreed-upon courses of action may make him appear rigid at times. He may work hard to see that consensual goals are attained and be a steadying influence upon others. Valuing good organization and careful planning, he tends to avoid emotionalism, but may become dissatisfied when people or events interfere with his plans. Gentle, kind, considerate, and fatalistic about personal misfortune or adversity, he is vulnerable to others' aggression. He is willing to substitute daydreams and fantasies for more direct experience. He may have as much difficulty setting aside the roles he learned in childhood as do most people. This may be demonstrated through the same amount of independence and uncertainty about how to cope with the demands of life that others show.

Vocational Implications

The personality attributes of Sample, Client F. suggest the following.

	Sample, Client F.	Sample, Client M.
Approach to life:	Affected	Scientific
Reasoning method:	Emphasizes personal values	Analytic
Responds best to:	Action	Concepts
Vocational focus:	Performing and dramatic arts	Sciences
	Sales	Mathematics
		Politics

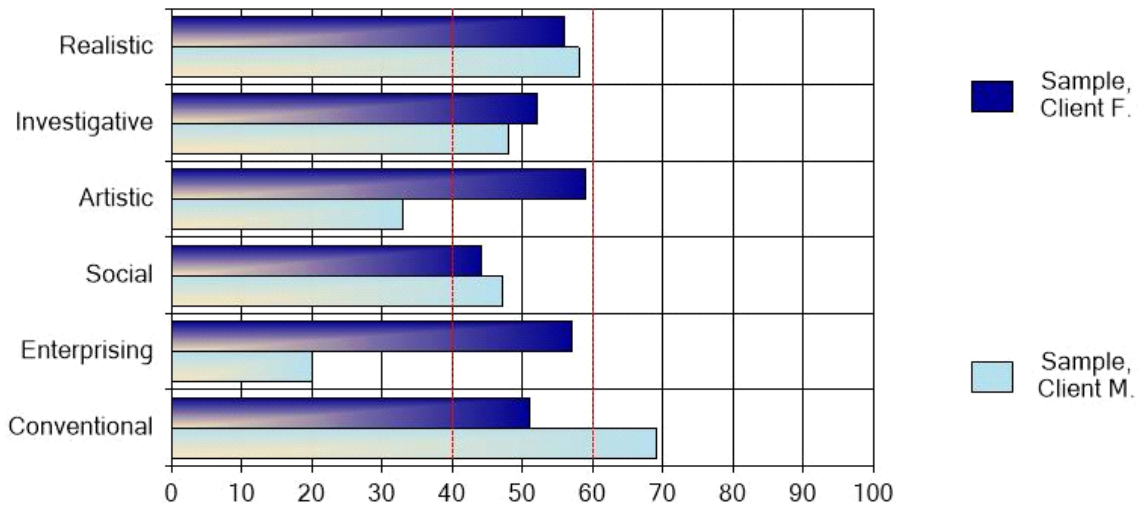
Work Environments and Personality

John L. Holland (*Making Vocational Choices: A Theory of Vocational Personalities and Work Environments*, 1997) proposed that being able to express one's personality within the work environment leads to personal satisfaction and effectiveness. Six work environments with matching personality types are described:

- **Realistic** work environments emphasize actions with “things” based on scientific or mechanical principles rather than involvement with cultural or aesthetic activities or issues. Assertive and competitive behavior intended to solve problems is preferred to intellectualization and abstract theorization.
- **Investigative** work environments emphasize the organization and understanding of “data” rather than working with material “things” or closely with people. Other people may be recipients of the processed data, but are not the primary focus. Thinking, observing, and individual responsibility are more important than group participation.
- **Artistic** work environments emphasize activities involving “ideas” and “things” with a minimum of rules or structure in deference to creativity, inventiveness, and sensitivity. The focus is on thinking, organizing, creating, and understanding artistic, cultural or organizational elements either independently or through collaboration.
- **Social** work environments emphasize close interpersonal relationships and activities involved with teaching or helping others. Help-giving actions are more important than intellectual or physical work with “things.”
- **Enterprising** work environments involve activities with “people” and “data” where the purpose is to lead others and direct their actions.
- **Conventional** work environments emphasize clarity, structure, order, rules, and regulations with avoidance of ambiguity and a focus on “data.”

Suggested Work Environments

Her six personality attributes are presented in the following chart. Each attribute corresponds to a work environment. Her attributes should be viewed in priority with the largest score being number one. That is the sequence in which the selection of a work environment and potential careers from it should be considered.



Her relevant personality attributes are summarized below and should He may be conscientious and, with a strong sense of duty, avoid playfulness and non-essential activities. For him, stability and continuation may be more important than the new and different.also be considered in the selection and exploration of work environments and careers.

Sample, Client F.

Sample, Client M.

Realistic

She may be conscientious and, with a strong sense of duty, avoid playfulness and non-essential activities. For her, stability and continuation may be more important than the new and different.

He may be conscientious and, with a strong sense of duty, avoid playfulness and non-essential activities. For him, stability and continuation may be more important than the new and different.

Investigative

About as reliable and diligent as are most people, she is as attentive to duties, the responsibilities of adulthood, and obligations as others. This may allow for satisfaction in the Investigative data-focused work environment where the organization and derivation of meaning from data are based on observation and analysis with minimal direct action or interaction.

About as reliable and diligent as are most people, he is as attentive to duties, the responsibilities of adulthood, and obligations as others. This may allow for satisfaction in the Investigative data-focused work environment where the organization and derivation of meaning from data are based on observation and analysis with minimal direct action or interaction.

Artistic

Challenges found in complexity and disorder may be stimulating to her. She may comprehend problems or situations rapidly and enjoy change and variety. Typically, she is seen as perceptive, spontaneous, and aesthetically inclined. *This can provide opportunities to serve customers that others may miss or to create new products or works of art.* Satisfaction may be found in the Artistic idea- and thing-focused work environment where routine is avoided and the utilization of independence and creativity are emphasized in tasks involving objects or people.

Social

She may avoid close ties and involvement with others. Subtly negativistic, she may withhold resources or unintentionally interfere with others' accomplishments. *Customers and others may perceive this as a lack of concern and support.* This is probably a poor match for the Social people-focused work environment where the provision of assistance to others is primary and is based upon the formation of close relationships.

Enterprising

Enterprising, and pleasure seeking, she may not exercise self-restraint or appropriately postpone gratification. While many may see her as entertaining, others may also view her as self-centered and pushy. Satisfaction may be found in the Enterprising data- and people-focused work environment where verbal persuasions and leadership are utilized to direct others.

Conventional

Concerns with neatness, organization, or the planning of her activities are similar to those of most people. Stability is preferred to

He may perceive change or risk as undesirable, and instead seek a stable, consistent environment. *The perception of rigidity or that he may lack imagination may reduce others' expectations of him.* This is a poor match for the Artistic idea- and thing-focused work environment where routine is avoided and the utilization of independence and creativity are emphasized in tasks involving objects or people.

His involvement in behavior, which provides material or emotional support to others, is about as frequent as that of most people. This may allow for satisfaction in the Social people-focused work environment where the provision of assistance to others is primary and is based upon the formation of close relationships.

Moderate, cautious, and slow to respond in interpersonal encounters or pleasurable activities, he may be viewed as self-denying and lacking in excitement. *Customers may view this as excessive passivity and tedious.* This is a poor match for the Enterprising data- and people-focused work environment where verbal persuasions and leadership are utilized to direct others.

He is not likely to endure setbacks and distractions easily, nor is he likely to welcome change and variety; rather he steadily pursues

chaos, but not to the exclusion of change and variety. This may allow for satisfaction in the data-focused Conventional work environment where structure and order are emphasized with an adherence to rules and regulations.

his goals in a stable and consistent manner. *Colleagues and customers may view this as either too rigid or as desirable dedication to their needs.* Satisfaction will probably be found in the data-focused Conventional work environment where structure and order are emphasized with an adherence to rules and regulations.

Sample, Client F.

Career Strengths: The work environment should value and emphasize:

Affected: Informality, pleasure, feelings, emotions and action are emphasized over structure, reasoning, and evaluation.

Origenice: The ability to think imaginatively, to bring new ideas and tangible products into being, to modify the environment in accordance with aesthetic criteria, and to discern the underlying elements of order in disorder.

Career Constraints: The work environment should minimally require and emphasize:

Sample, Client M.

Career Strengths: The work environment should value and emphasize:

Submissiveness: Consistent, self-disciplined, rule-respecting tendencies with a preference for cooperation as opposed to competition and following rather than leading.

Enthusiasm: General energy level, expressiveness, and task responsiveness.

Endurance: To persist in any task undertaken.

Order: To place special emphasis on neatness, organization, and planning in one's activities.

Deference: To seek and maintain subordinate roles in relationships with others.

Counseling Readiness: To accept counseling or professional advice in regard to personal problems, psychological difficulties, and the like.

Coaching Readiness: To accept coaching, training, or professional advice in regard to personal or professional behavior.

Self-Control: The extent to which restraint and self-control are imposed, and valued.

Scientific: Rationality and analysis are emphasized over feelings and emotion, suggesting logicity, industriousness, and cognitive clarity.

Career Constraints: The work environment should minimally require and emphasize:

Assertiveness: Ascendant, demanding, strong-willed tendencies demonstrated through active, pleasurable, and self-satisfying behavior.

Individuality: Autonomous, independent and self-directed tendencies demonstrated through nonconforming, even rebellious, behavior, but accompanied by a tolerant acceptance of the behaviors of others.

Exhibition: To behave in such a way as to elicit the immediate attention of others.

Autonomy: To act independently of others or of social values and expectations.

Change: To seek novelty of experience and to avoid routine.

Self-Satisfaction: The sense of personal worth or harmony between what one is and what one wants to be.

Creativity: The desire to do and think differently from the norm, and a talent for originality.

Masculinity: The role-qualities such as ambition, assertiveness, and initiative that are associated with the stereotypical notions of masculinity.

Playful: The attitudes of playfulness, impulsivity, and self-centeredness that are associated with the concept of a 'free' or very expressive child.

Affected: Informality, pleasure, feelings, emotions and action are emphasized over structure, reasoning, and evaluation.

Intellectualistic: Both affect and rationality are emphasized, suggesting versatility, unconventionality, and individuality.

Origence: The ability to think imaginatively, to bring new ideas and tangible products into being, to modify the environment in accordance with aesthetic criteria, and to discern the underlying elements of order in disorder.

The ACL Factors and Scales

Potential Issues

Sample, Client F.

The following may be areas of discomfort or dissatisfaction and, potentially, stress inducing.

Underdeveloped or inadequately expressed behavior

May be too weak	<p>Sample, Client F. less than Sample, Client M.</p> <p><i>Submissiveness:</i> Consistent, self-disciplined, rule-respecting tendencies with a preference for cooperation as opposed to competition and following rather than leading.</p> <p><i>Enthusiasm:</i> General energy level, expressiveness, and task responsiveness.</p> <p><i>Deference:</i> To seek and maintain subordinate roles in relationships with others.</p> <p><i>Self-Control:</i> The extent to which restraint and self-control are imposed, and valued.</p> <p><i>Scientific:</i> Rationality and analysis are emphasized over feelings and emotion, suggesting logicity, industriousness, and cognitive clarity.</p> <p><i>Intellectence:</i> The ability to think abstractly, to detect logical relationships, and to apply general principles to the solution of specific problems.</p>
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Overdeveloped or too frequently expressed behavior

May be too intense	<p>Sample, Client F. greater than Sample, Client M.</p> <p><i>Assertiveness:</i> Ascendant, demanding, strong-willed tendencies demonstrated through active, pleasurable, and self-satisfying behavior.</p> <p><i>Individuality:</i> Autonomous, independent and</p>
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self-directed tendencies demonstrated through nonconforming, even rebellious, behavior, but accompanied by a tolerant acceptance of the behaviors of others.

Exhibition: To behave in such a way as to elicit the immediate attention of others.

Autonomy: To act independently of others or of social values and expectations.

Aggression: To utilize authority and power with confrontation or conflict, if necessary, to attain goals.

Self-Confidence: To attain gratification through self-confident, poised, and self-assured behavior.

Self-Satisfaction: The sense of personal worth or harmony between what one is and what one wants to be.

Creativity: The desire to do and think differently from the norm, and a talent for originality.

Masculinity: The role-qualities such as ambition, assertiveness, and initiative that are associated with the stereotypical notions of masculinity.

Playful: The attitudes of playfulness, impulsivity, and self-centeredness that are associated with the concept of a 'free' or very expressive child.

Affected: Informality, pleasure, feelings, emotions and action are emphasized over structure, reasoning, and evaluation.

Origence: The ability to think imaginatively, to bring new ideas and tangible products into being, to modify the environment in accordance with aesthetic criteria, and to discern the underlying elements of order in

disorder.

Sample, Client M.

The following may be areas of discomfort or dissatisfaction and, potentially, stress inducing.

Underdeveloped or inadequately expressed behavior

May be too weak	Sample, Client M. is less than Sample, Client F.
<p><i>Creativity:</i> The desire to do and think differently from the norm, and a talent for originality.</p> <p><i>Playful:</i> The attitudes of playfulness, impulsivity, and self-centeredness that are associated with the concept of a 'free' or very expressive child.</p>	<p><i>Assertiveness:</i> Ascendant, demanding, strong-willed tendencies demonstrated through active, pleasurable, and self-satisfying behavior.</p> <p><i>Individuality:</i> Autonomous, independent and self-directed tendencies demonstrated through nonconforming, even rebellious, behavior, but accompanied by a tolerant acceptance of the behaviors of others.</p> <p><i>Exhibition:</i> To behave in such a way as to elicit the immediate attention of others.</p> <p><i>Autonomy:</i> To act independently of others or of social values and expectations.</p> <p><i>Aggression:</i> To utilize authority and power with confrontation or conflict, if necessary, to attain goals.</p> <p><i>Self-Confidence:</i> To attain gratification though self-confident, poised, and self-assured behavior.</p> <p><i>Self-Satisfaction:</i> The sense of personal worth or harmony between what one is and what one wants to be.</p> <p><i>Creativity:</i> The desire to do and think differently from the norm, and a talent for originality.</p> <p><i>Masculinity:</i> The role-qualities such as ambition, assertiveness, and initiative that are associated with the stereotypical notions of</p>

masculinity.

Playful: The attitudes of playfulness, impulsivity, and self-centeredness that are associated with the concept of a 'free' or very expressive child.

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Overdeveloped or too frequently expressed behavior

May be too intense

Sample, Client M. greater than Sample, Client F.

Submissiveness: Consistent, self-disciplined, rule-respecting tendencies with a preference for cooperation as opposed to competition and following rather than leading.

Enthusiasm: General energy level, expressiveness, and task responsiveness.

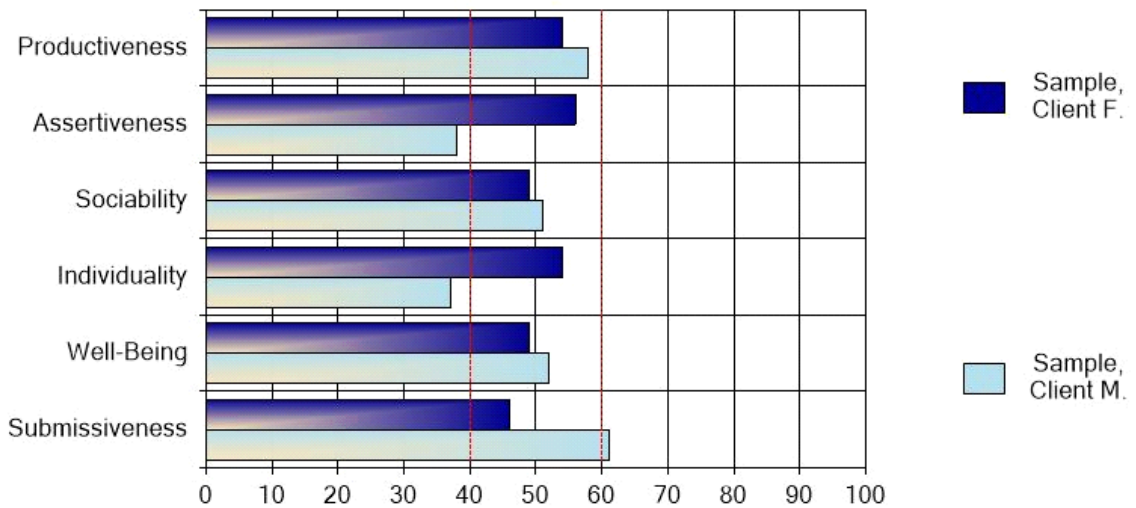
Deference: To seek and maintain subordinate roles in relationships with others.

Self-Control: The extent to which restraint and self-control are imposed, and valued.

Scientific: Rationality and analysis are emphasized over feelings and emotion, suggesting logicity, industriousness, and cognitive clarity.

Intellectence: The ability to think abstractly, to detect logical relationships, and to apply general principles to the solution of specific problems.

Factors



Productiveness

She is as resourceful, power-oriented, and willing to work hard to attain her goals as are most people.

He may be resourceful, resolute, goal-oriented, and able to get things done. Intellectual challenges and cognitive activities may be sought and enjoyed. He may value power and its use, either by himself or others.

Assertiveness

She is likely to be determined, strong-willed, self-rewarding, fun loving, and to enjoy sensuous experiences.

He is easily threatened and self-depriving as he seeks to avoid confrontation and conflict.

Sociability

She is as friendly, outgoing, and socially active as are most people.

He is as friendly, outgoing, and socially active as are most people.

Individuality

She is as independent and self-directed as are most people.

He tends to be judgmental and to have a strong preference for conservative values and morals.

Well-Being

She is as healthy and, in general, capable of handling stress as are most people.

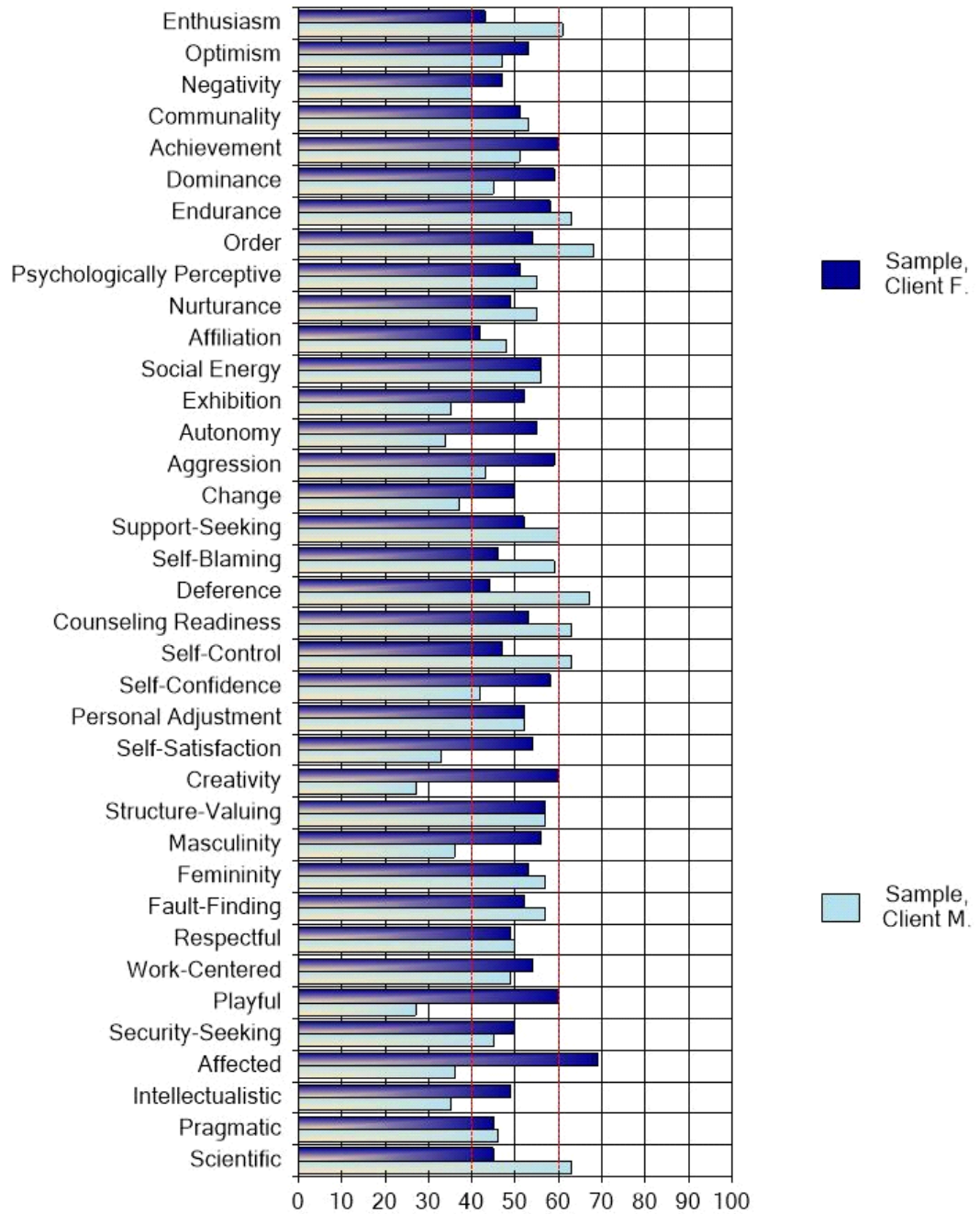
He is as healthy and, in general, capable of handling stress as are most people.

Submissiveness

She is as cooperative and willing to either follow or lead, as appropriate, as are most people.

He is serious, self-disciplined, rule respecting, and more willing to follow the lead or directions of others than to seek to be the leader.

Scales



Sample, Client F.

Sample, Client M.

Modus Operandi

Enthusiasm

She may be reserved and likely to demonstrate moderation than to act out of a sense of urgency.

He is likely to be expressive and eager to explore the world around him, but inconstant and even capricious in his reactions. While attractive, vivacious, and enthusiastic, he may also be somewhat self-seeking.

Optimism

She is basically satisfied with herself and she believes that her behavior is appropriate.

He is basically satisfied with himself and he believes that his behavior is appropriate.

Negativity

She may vacillate between pessimism and optimism, but tend to be accepting of herself and others.

He may seek the company of others and be tactful, tolerant, and not easily offended.

Communality

Her perception of her environment is probably similar to that of most other people, allowing her to interact as effectively as do most people.

His perception of his environment is probably similar to that of most other people, allowing him to interact as effectively as do most people.

Psychological Needs

Achievement

She is likely to be hard working, goal directed, and determined to do well. Her motivation to succeed may lie less in competitive drives than in a strong need to live up to her own high and socially commendable criteria. Others are likely to acknowledge her energy and enterprise. However, others may also see elements of coercion, impatience, and self-aggrandizement in her actions.

He is as likely to be hard working, goal directed, and determined to do well as are most people. His motivation to succeed may lie less in competitive drives than in a need to live up to his own criteria.

Dominance

Her need to lead others (groups) and those with whom she has relationships is a little stronger than that of most others.

His need to lead others (groups) and those with whom he has relationships is like that of most others.

Endurance

She may be conscientious and, with a strong sense of duty, avoid playfulness and non-essential activities. For her, stability and continuation may be more important than the new and different.

A conscientious worker, he probably has a strong sense of duty and avoids playfulness and non-essential activities. For him, stability and continuation is more important than the new and different.

Order

Concerns with neatness, organization, or the planning of her activities are similar to those of most people.

He is not likely to endure setbacks and distractions easily, nor is he likely to welcome change and variety; rather he steadily pursues his goals and seeks stability. He probably assumes tasks that require self-discipline and diligent effort as he seeks to avoid disorder, subjectivity, and impulsivity. His preference is probably for objectivity, rationality, and reason.

Psychologically Perceptive

She is about as interested as are most people in activities that require intellectual or cognitive abilities.

He has a stronger interest in understanding the 'why' of things, including his own behavior and that of other's, than do most people.

Nurturance

Her involvement in behavior, which provides material or emotional support to others, is about as frequent as that of most people.

He may be concerned for the welfare of others and willing to provide material or emotional support to them.

Affiliation

Wholehearted participation in social interaction may be difficult for her. Perhaps, she tends to worry about commitments and the meaning of relationships, and thus avoids involvement with others.

He may seek and maintain about as many personal friendships and social engagements as do most people.

Social Energy

She is more likely than most people to engage in life's activities with gusto and vitality.

He is more likely than most people to engage in life's activities with gusto and vitality.

Exhibition

The frequency of acting in ways to attract the immediate attention of others is similar to that of others.

Situations in which he will be prominent or required to perform are avoided. He is cautious, restrained, avoiding of conflict, and quickly gives in to escape interpersonal stress or controversy.

Autonomy

She may be independent, autonomous, and indifferent to the feelings of others. Others may perceive her as somewhat egotistical and headstrong.

He prefers conventional values and lifestyles, seeking security in the tried and true, while avoiding risks. Since he dislikes decision-making, he takes comfort in receiving direction from a valued and trusted other.

Aggression

She may be competitive and aggressive, viewing others as rivals to be vanquished. Her impulses may be strong and when under controlled, expressed with little regard for social courtesies.

He may seek to avoid confrontation or conflict and be unlikely to make demands on others. Interpersonally, he may be forbearing and conciliatory. However, this does not indicate comfort with or the acceptance of the others' behavior - just a desire to avoid the conflict that might occur should he speak out.

Change

She is similar to most people in her reaction to challenges, the seeking of novel experiences, and the avoidance of routine.

He perceives change or challenges as threatening, and seeks a stable, risk-free environment. He prefers safe, well-defined situations. The perception that he lacks verve and imagination may reduce opportunities others might otherwise extend to him.

Support Seeking

She probably seeks as much sympathy, affection, and emotional support from others as do most people.

He avoids conflict and confrontation. He may feel inadequate when coping with stress and crisis, and retreat into fantasy on occasion. Others are viewed as stronger and more

effective than he is and he frequently seeks their support.

Self-Blaming

The tendency to 'put herself down' through self-criticism, guilt, or social impotence is about like that of others.

Basically, submissive to the wishes and demands of others and avoiding of conflict, he may ask for little in life. His interpersonal world may be marked by worry and foreboding. He may view others as more effective or deserving than himself.

Deference

Competition and risk-taking may be stimulating to her and she may enjoy defeating rivals. Her behavior may be headstrong and impulsive, and may lead to conflict with others. She may stretch the limits as if trying to see how much can be gotten away with.

He is likely to prefer anonymity and freedom from conflict to the winning of interpersonal victories. He is conscientious, unassuming and patient, deferring to others without loss of self-respect. Tending to over-control his needs and impulses, he often delays gratification unnecessarily.

Topical Scales

Counseling Readiness

She is about as receptive to counseling or professional advice regarding her personal problems as are most people.

Problems with interpersonal behavior may result from shyness, diffidence, or self-denial. He may frequently feel unable to fully enjoy life and, while he may wish to improve his status, he may doubt his ability to do so. He is solicitous of counseling or professional advice.

Self-Control

She is as likely to exercise self-control and delay her actions as are most people.

His strong preference for diligence and attention to duty may be attained at the cost of spontaneity and self-enhancement. Too much self-control may inhibit his behavior at times.

Self-Confidence

As a poised, self-assured initiator who strives to achieve gratification, she is probably willing to cut a few corners to create a good impression and attain goals. Observers may

He may be timid and fearful, tending to give up easily and withdraw. He may have difficulty mobilizing his resources and taking action.

see her as assertive, enterprising and self-confident.

Personal Adjustment

Her ability to 'love and work', Freud's criterion of personal adjustment, is like that of most others and suggests that her ability to cope with situational and interpersonal demands should be as well.

His ability to 'love and work', Freud's criterion of personal adjustment, is like that of most others and suggests that his ability to cope with situational and interpersonal demands should be as well.

Self-Satisfaction

She is as self-satisfied and comfortable with herself as are most people.

He has poor morale and feels defeated by life. However, he is likely to be regarded as kind, modest and considerate of the rights and wishes of others.

Creativity

She is venturesome, aesthetically reactive, clever and responsive. People are likely to recognize her breadth of interests, cognitive ability, and ideational fluency.

Uncertainty and disorganization are probably uncomfortable for him. In complex or ill-defined situations he is subdued, conservative, and avoids involvement or action.

Structure-Valuing

A commitment to duties and obligations, with a reluctance to deviate from agreed-upon courses of action may make her appear rigid at times. She may work hard to see that consensual goals are attained and be a steadying influence upon others. Valuing good organization and careful planning, she tends to avoid emotionalism, but may become dissatisfied when people or events interfere with her plans.

A commitment to duties and obligations, with a reluctance to deviate from agreed-upon courses of action may make him appear rigid at times. He may work hard to see that consensual goals are attained and be a steadying influence upon others. Valuing good organization and careful planning, he tends to avoid emotionalism, but may become dissatisfied when people or events interfere with his plans.

Masculinity

Ambitious and impatient to get the things she values, she may insist on having her way and attaining her goals. She may stress action, visible rewards, and self-gratification.

Gentle, kind, considerate, and fatalistic about personal misfortune or adversity, he is vulnerable to others' aggression. He is willing to substitute daydreams and fantasies for more direct experience.

Femininity

She is about as likely to demonstrate helpfulness, sympathy, and affection, as are most others.

Basically sympathetic and considerate, he is likely to elicit positive reactions from others and in turn treat them with respect. He tends to be cooperative, appreciative, cheerful, warm, and valuing of intimacy and mutuality in relationships.

Interpersonal Scales

Fault-Finding

She is as judgmental, easily angered, skeptical, counteractive, and irritated by interference or obstacles as are most people.

He may be easily angered, skeptical, counteractive, and is likely to be irritated by interference or obstacles. He may pursue his own interests and may be indifferent to those of others, who he may view as adversaries to be defeated.

Respectful

Continuity and the preservation of old values are probably as important to her as others are to most people. She is as likely as others to seek to sustain relationships and to foster courtesy and respect.

Continuity and the preservation of old values are probably as important to him as others are to most people. He is as likely as others to seek to sustain relationships and to foster courtesy and respect.

Work-Centered

About as reliable and diligent as are most people, she is as attentive to duties, the responsibilities of adulthood, and obligations as others.

About as reliable and diligent as are most people, he is as attentive to duties, the responsibilities of adulthood, and obligations as others.

Playful

Ebullient, enterprising, and pleasure seeking, she rejects self-restraint and the postponement of gratification. While others may see her as entertaining, others may also view her as aggressive or self-centered and pushy.

Moderate, cautious, and slow to respond in interpersonal encounters or pleasurable activities, he is likely viewed as self-denying and lacking in excitement.

Security-Seeking

She may have as much difficulty setting aside the roles she learned in childhood as do most people. This may be demonstrated through the same amount of independence and uncertainty about how to cope with the demands of life that others show.

He may have as much difficulty setting aside the roles he learned in childhood as do most people. This may be demonstrated through the same amount of independence and uncertainty about how to cope with the demands of life that others show.

Cognitive Style

Affected

She seeks adventure and activity while remaining sophisticated and relaxed; this may be a source of conflict. Academic underachievement is probable because physical activities may interfere with intellectual activity. Creative, independent, spontaneous, and moral behavior is more important than conformity.

He is prudent and vigilant with the ability to plan ahead. This allows him to avoid intemperance and undue impulsiveness. His desire for morality and order may also explain a tendency toward strong opinions on ethical issues; he is likely to look askance at those who violate societal conventions.

Intellectualistic

She is probably as strong-willed, original in thought and perception, aesthetically sensitive, and indifferent to convention as are most people. However, while intimacy may be sought the candid sharing of significant feelings may be avoided.

He is practical and predictable in his thought and perception, and tolerant of the ineptitude and intellectual shortcomings in others. Intimacy may be sought with the candid sharing of significant feelings.

Pragmatic

She tends to be as unpretentious, forbearing, forthright, and respectful of rules, as are most people.

He tends to be as unpretentious, forbearing, forthright, and respectful of rules, as are most people.

Scientific

She is as analytical, logical, astute, and intellectually capable, as are most people.

He is analytical, logical, astute, intellectually capable, self-disciplined, and prepared to do the planning and work necessary to attain his goals. People may view him as rigid.

Standard Scores

Sample, Client F. = A Sample = B

	Standard Scores		Percentile Rank	
	A	B	A	B
Productiveness	54	58	66	79
Assertiveness	56	38	73	12
Sociability	49	51	46	54
Individuality	54	37	66	10
Well-Being	49	52	46	58
Submissiveness	46	61	34	86
Enthusiasm	43	61	24	86
Optimism	53	47	62	38
Negativity	47	40	38	16
Communality	51	53	54	62
Achievement	60	51	84	54
Dominance	59	45	82	31
Endurance	58	63	79	90
Order	54	68	66	96
Psychologically Perceptive	51	55	54	69
Nurturance	49	55	46	69
Affiliation	42	48	21	42
Social Energy	56	56	73	73
Exhibition	52	35	58	7
Autonomy	55	34	69	5
Aggression	59	43	82	24
Change	50	37	50	10
Support-Seeking	52	60	58	84
Self-Blaming	46	59	34	82
Deference	44	67	27	96
Counseling Readiness	53	63	62	90
Self-Control	47	63	38	90
Self-Confidence	58	42	79	21
Personal Adjustment	52	52	58	58
Self-Satisfaction	54	33	66	4
Creativity	60	27	84	1
Structure-Valuing	57	57	76	76
Masculinity	56	36	73	8
Femininity	53	57	62	76
Fault-Finding	52	57	58	76
Respectful	49	50	46	50
Work-Centered	54	49	66	46
Playful	60	27	84	1
Security-Seeking	50	45	50	31

Affected	69	36
Intellectualistic	49	35
Pragmatic	45	46
Scientific	45	63
Origence	64	31
Intellectence	40	58

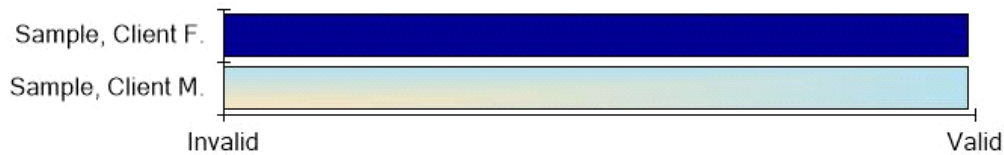
97	8
46	7
31	34
31	90
92	3
16	79

Validity

Validity: Nine factors were considered in determining the validity of the information in this report. The nine factors are listed below. If the chart indicates a concern with validity, the cause(s) may be identified by number(s) below the chart and those numbers pertain to the nine factors.

Factors

1. Too few adjectives were selected - the data is undependable.
2. Too many adjectives were selected - the data is undependable.
3. Few adjectives were selected - the data may be undependable, unless the selected adjectives are confirmed.
4. Many adjectives were selected - the data may be undependable, unless the selected adjectives are confirmed.
5. An erratic or unusual pattern of adjective selection, possibly an attempt to falsify responses, - the data may be undependable unless the selected adjectives are confirmed.
6. Probable random answering.
7. Potential random answering.
8. Potentially too positive.
9. Potentially too negative.



Reference

The *Adjective Check List* is a normed, standardized personality measure that has been in use since its development in 1949. It provides a wealth of information that is not otherwise available. The average score for each of the measured behaviors is 50, with a standard deviation of 10. As scores move away from 50 the intensity and meaning of the behavior are more easily described. The behavior for each scale is described in terms of a percentile rank and the probable behavior that will be observed.

Contradictions: Behavior is dynamic and complex. Any observed behavior is the composite of many component behaviors. If any contradiction is observed, careful attention should be given to the Sections in which the conflicting statements are found, it is quite likely that they are in different sections and not really contradictions. For example, it is quite possible to have high self-confidence regarding one's work related behavior, but very low self-confidence with respect to social behavior. If contradictions are found within this report, remember that they are not errors. Rather, they may be opportunities. Significant benefits may be obtained if the contradictory behavior is modified so that it is in harmony with the desired behavior.

Is the data in this report accurate? Yes, if the *Adjective Check List* (ACL) was completed honestly, accurately, and thoroughly. The ACL has over fifty years of worldwide research and application. It can provide significant, specific information.

There are primarily two reasons why discrepancies may exist between the information in this report and the common perception of the personality of the person being described:

1. It may be that the ACL was not completed correctly.
2. The information in this report was not previously known, but should be strongly considered.