
Personality Congruency Analysis

Expanded

for

Sample, Client M.

Report Identification Number: 1

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INTRODUCTION

Congruency

When personality traits for your Real Self and Ideal Self are in the same range (Critical or General) and have a point difference of 10 or less they may be considered congruent.

Congruency does not mean that the trait is desirable or that you are necessarily happy with the trait as it may be something that you do not like, but you are saying "This is me and this is the way I am." It does not mean that you are satisfied with it, but that you accept it and have little expectation of changing it. However, congruency can and may usually be a positive aspect of your personality as it indicates consistency and a lack of erratic behavior.

When any of the three (Overall, Critical, and General) percentages of congruency are low the potential for dissatisfaction, unhappiness, and erratic behavior increases because of the potential vacillation and internal turmoil.

The lists of Incongruent Critical and General behavior should be carefully reviewed, and the significance of each behavior considered. If the lack of congruency is considered an issue then maybe the possibility of behavioral change should be explored to lessen the difference between "the way you are" and "the way you would like to be."

Critical (Range) Traits

Critical personality traits (scales) are those where you have scores that are outside of the average range; a score greater than 60 or less than 40.

General (Range) Traits

General personality traits (scales) are those where you have scores that are in the average range; a score of 40 or greater and not exceeding 60

Congruent Traits

Congruent traits are those where your Real and Ideal scores are within 10 points of each other and, preferably, in the same range. A difference of more than 10 points suggests quite different patterns of behavior between the way you are and the way you would like to be, and an opportunity for dissatisfaction. As does either your Real or Ideal score being in the Critical Range and the other in the General Range for the same trait. If both your Real and Ideal are in the Critical range but one is high (above 60) and the other low (below 40) the difference between them is extreme.

Please review the chart and content on the following pages to understand your behavioral congruencies and, especially, incongruities that may be negative sources of dissatisfaction or, hopefully, positive indicators of potential growth.

CONGRUENCY CAUTION

Congruency is a core requirement, maybe *the* core requirement, of a healthy, productive, and satisfying personality, but "what" is congruent is important: Bonnie and Clyde may have been personally congruent and a compatible couple, but it did not end well for them or their victims.

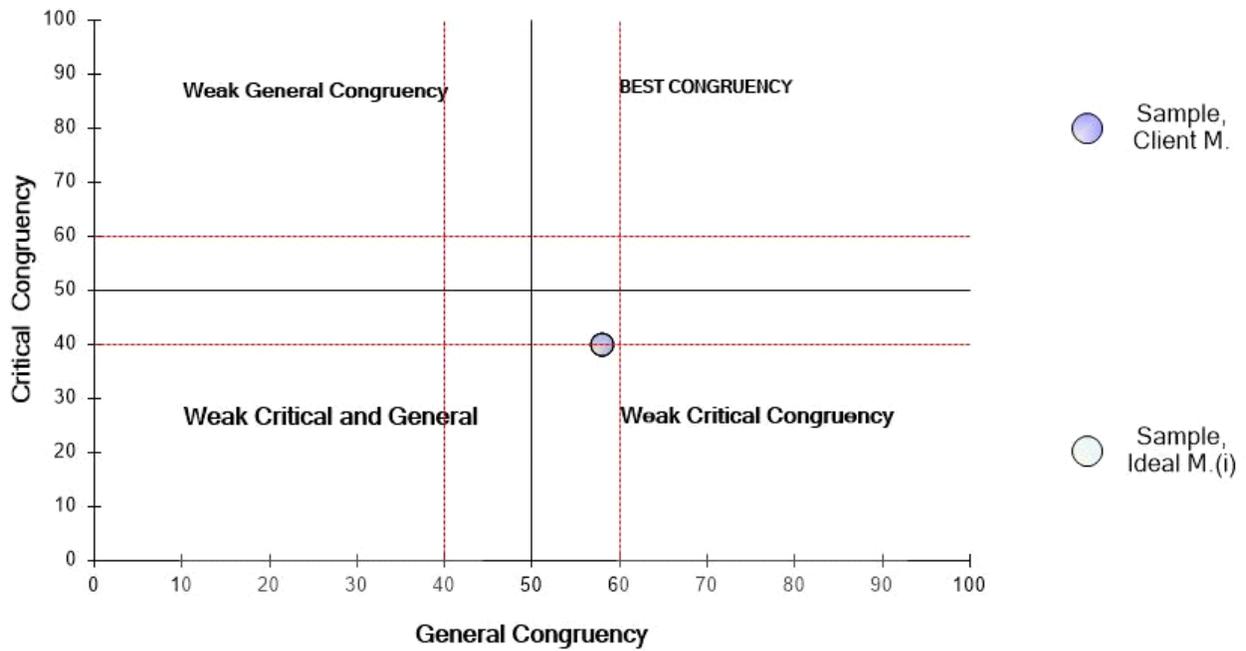
Explore the personality traits where you have congruency.

- If a trait is a negative trait then the congruency may be undesirable and lead to troublesome behavior that is constant and difficult to change.
- If a trait is a positive trait then good things and experiences can be expected.

Please review:

- The chart on the following page.
- The behaviors described in the Personality Factors and Traits section.

PERSONAL CONGRUENCY



Y-AXIS

Critical Congruency

The percentage of R-I matching (being within 10 points) on Critical scales.

X-AXIS

General Congruency

The percentage of R-I matching (being within 10 points) on General Scales.

% Overall Conruency: 40

Critical Scales

t-score < 40 or > 60

% Congruency = 40

General Scales

t-score >= 40 and <= 60

% Congruency = 58

Congruent Scales

Difference <= 10 points

Critical Scales

Autonomy
Endurance
Enthusiasm
Intellectualistic
Nurturance
Order
Scientific
Self-Control
Social Energy
Structure-Valuing

General Scales

Achievement
Aggression
Communality
Femininity
Negativity
Pragmatic
Psychologically Perceptive

Incongruent Scales

Difference > 10 points

Critical Scales

Affected
Affiliation
Change
Communality
Counseling Readiness
Creativity
Deference
Exhibition
Masculinity
Personal Adjustment

General Scales

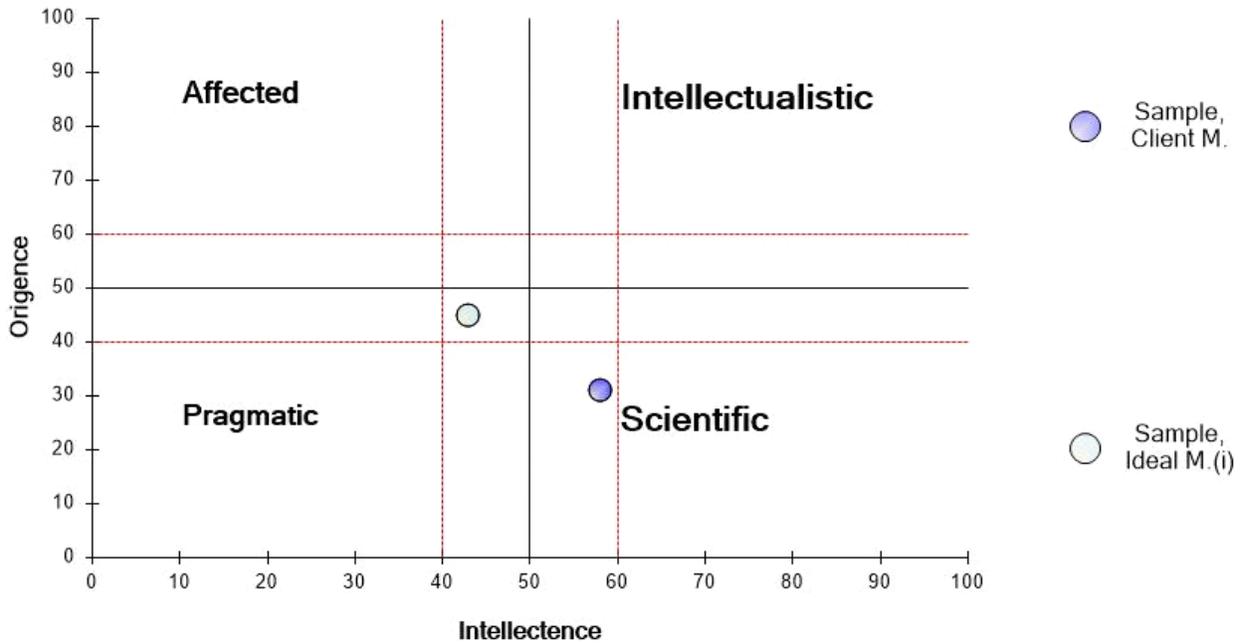
Dominance
Fault-Finding
Security-Seeking
Self-Blaming
Support-Seeking

Playful
Respectful
Self-Confidence
Self-Satisfaction
Work-Centered

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.



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

Current (As I am) Behavior

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

Preferred (As I would like to be) Behavior

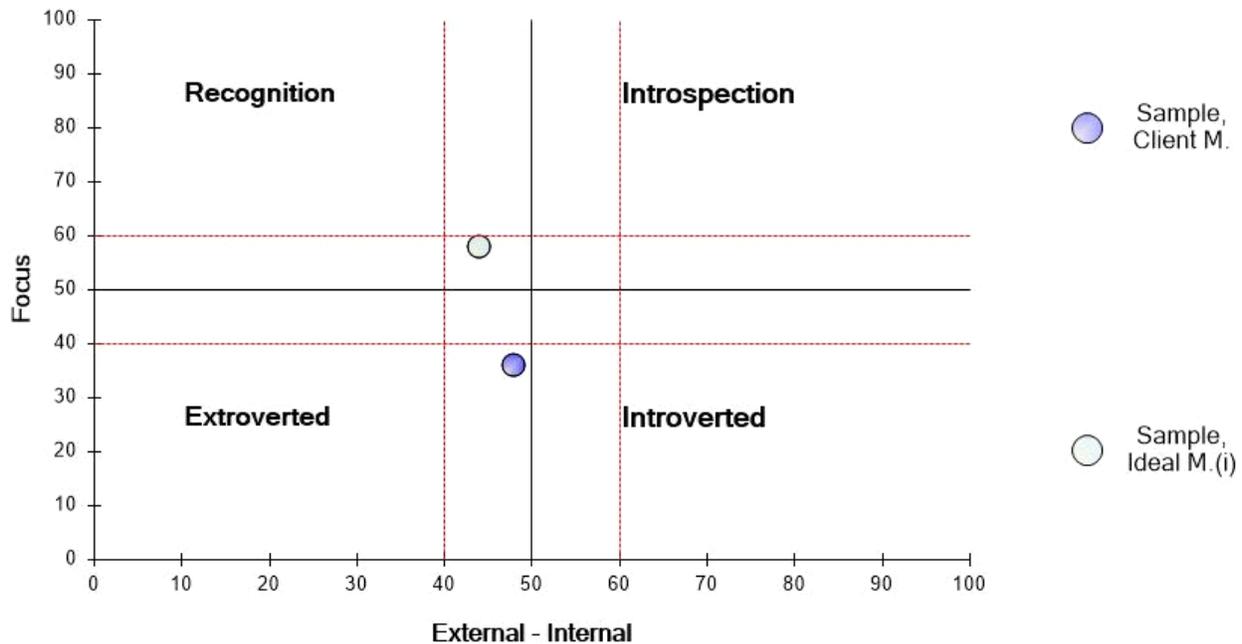
He tends to seek as much morality, adventure, and activity, while remaining sophisticated and relaxed, as do most people. Thus, he may equally experience conflicting interests and underachievement. He is probably as strong-willed, original in thought and perception, aesthetically sensitive, and indifferent to convention as are most people. However, while intimacy may be sought the candid sharing of significant feelings may be avoided. He tends to be as unpretentious,

sought with the candid sharing of 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.

forbearing, forthright, and respectful of rules, as are most people. He is as analytical, logical, astute, and intellectually capable, as are most people. He tends to be prudent and vigilant with the ability to plan ahead. This allows him to avoid intemperance and undue impulsiveness. His likely desire for morality and order may also explain a tendency toward strong opinions on ethical issues. He may be practical and predictable in his thought and perception, and tolerant of the ineptitude and intellectual shortcomings in others. But, intimacy through the candid sharing of significant feelings may be avoided. While intelligent and inventive, he may also be anxious, ill at ease, and preoccupied. Often keeping people at a distance, he is probably skeptical of their intentions and may feel easily alienated. He tends to be independent and flexible, and may delight in informality and relaxation, but he may be influenced by illogical concerns.

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.

Current (As I am) Behavior

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

Preferred (As I would like to be) Behavior

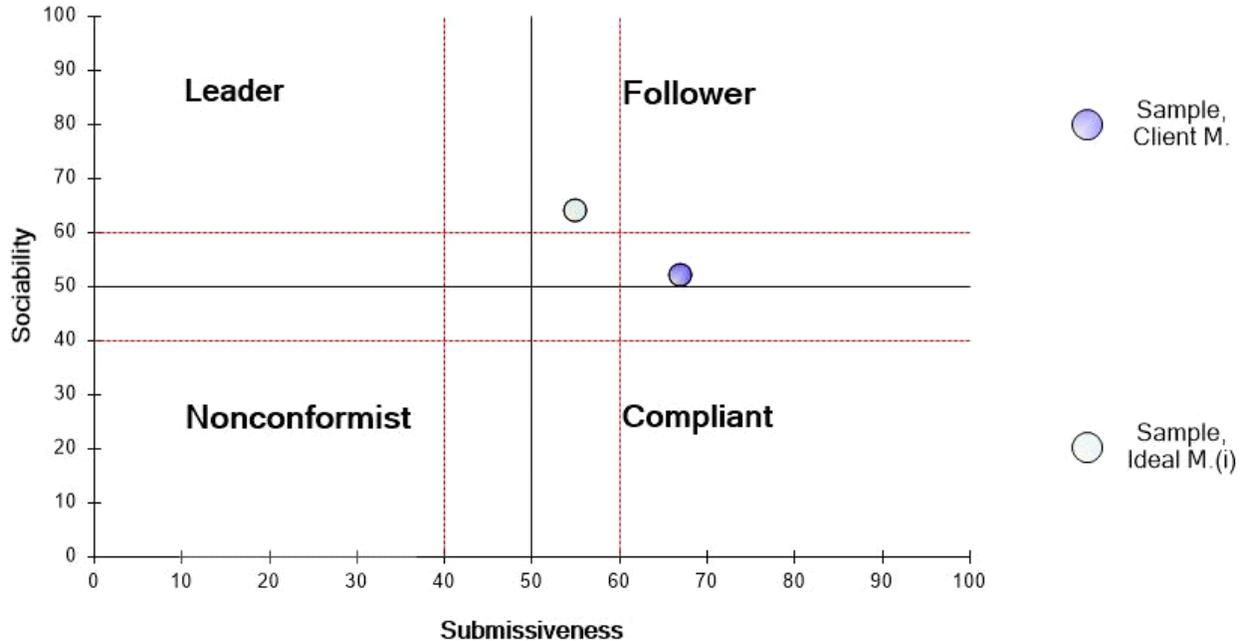
Enterprising, and pleasure seeking, he may not exercise self-restraint or postpone gratification. While others may see him as entertaining, others may also view him as self-centered and pushy. He tends to seek adventure and activity while remaining sophisticated and relaxed. Creative, independent, spontaneous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

conventions. 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 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.

accepting of his role in life. While autonomous and effective, he may be inconsiderate. He is likely to seek power, success, and tangible accomplishments in a world free of subjective concern and worry. He may be practical and predictable in his thought and perception, and tolerant of the ineptitude and intellectual shortcomings in others. But, intimacy through the candid sharing of significant feelings may be avoided. He tends to be independent and flexible, and may delight in informality and relaxation, but he may be influenced by illogical concerns.

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.

Current (As I am) Behavior

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.

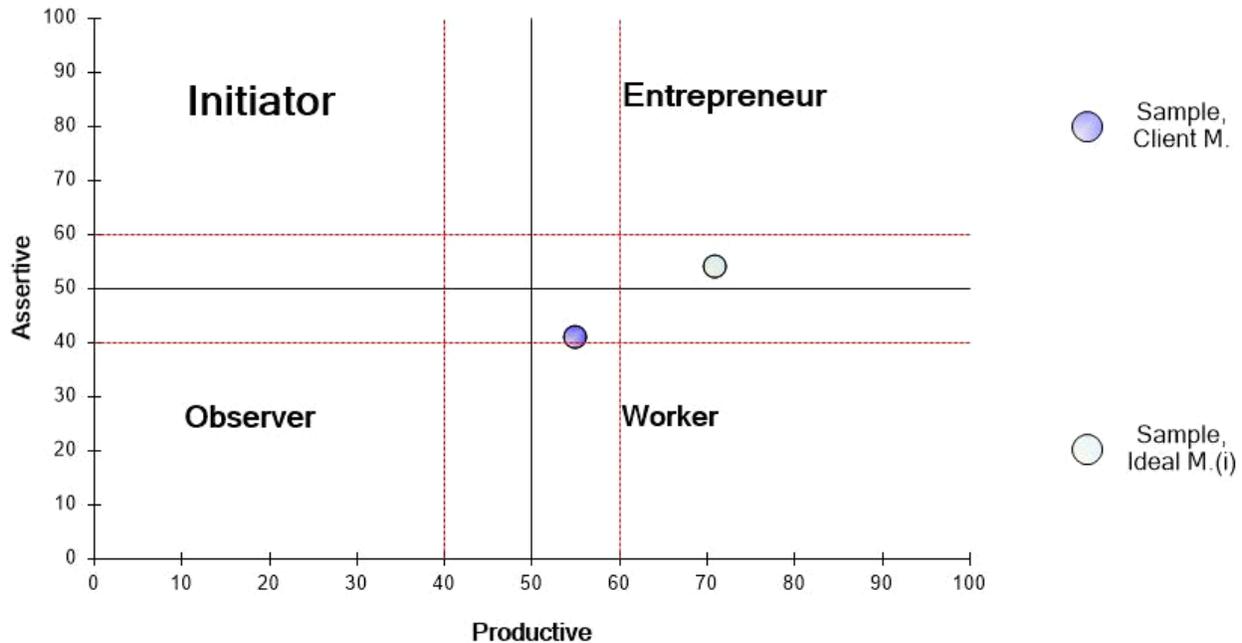
Preferred (As I would like to be) Behavior

He is comfortable in social situations because he enjoys people and adapts readily to the changing demands of group process. Not given to soul-searching or looking too closely, he tends to gloss over inner complexities and prefer to take people at face value. A vigorous sex drive, good health and abundant vitality allow him to approach life with gusto and respond warmly to interpersonal encounters. He is likely to enjoy interpersonal interaction more than most others and to seek opportunities for companionship. He may have a tendency to eroticize situations and perceive many different social interactions in sexual terms.

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

Current (As I am) Behavior

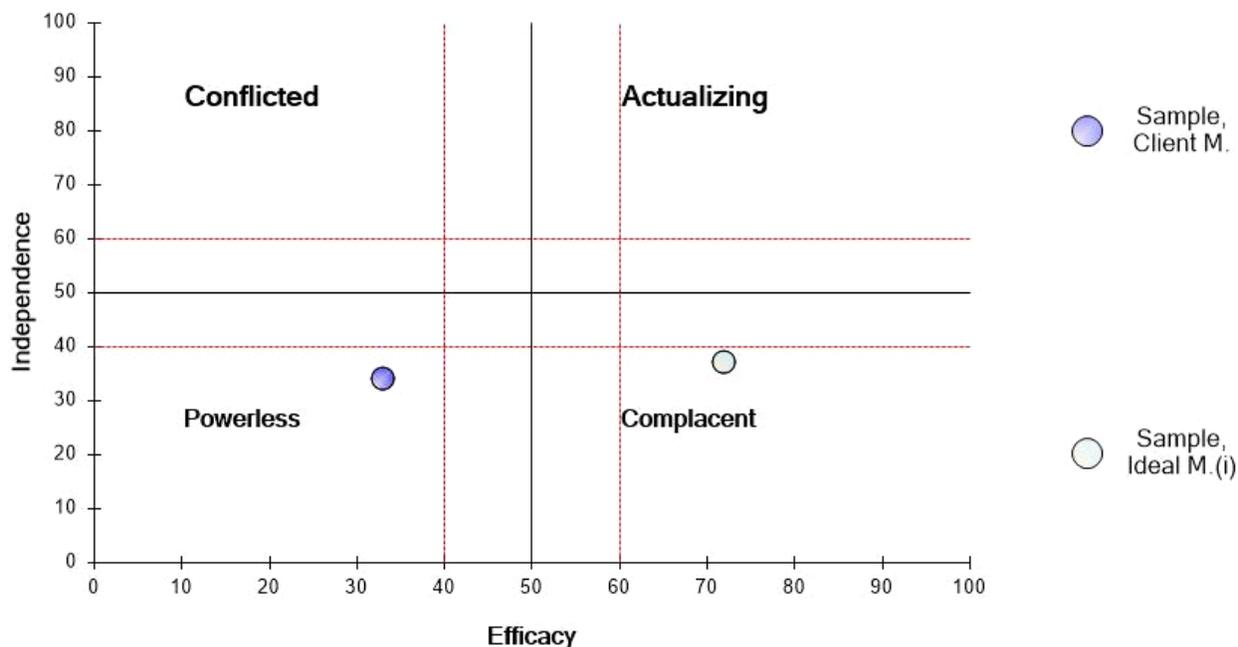
He may respond quickly to others and to situations, basically certain that he is right. He probably has defined how others should treat him and what he should get in life, and may be somewhat insistent on obtaining both. He may have difficulty setting aside roles he learned in childhood. This may be 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.

Preferred (As I would like to be) Behavior

The tendency to 'put himself down' through self-criticism, guilt, or social impotence is about like that of others. He has difficulty setting aside roles he learned in childhood. This is demonstrated through a lack of independence and uncertainty about how to cope with the demands of adult life. Also, direct confrontation is feared and assiduously avoided. To compensate, he seeks satisfaction in daydreams and fantasies rather than face the threatening context of everyday life.

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.

Current (As I am) Behavior

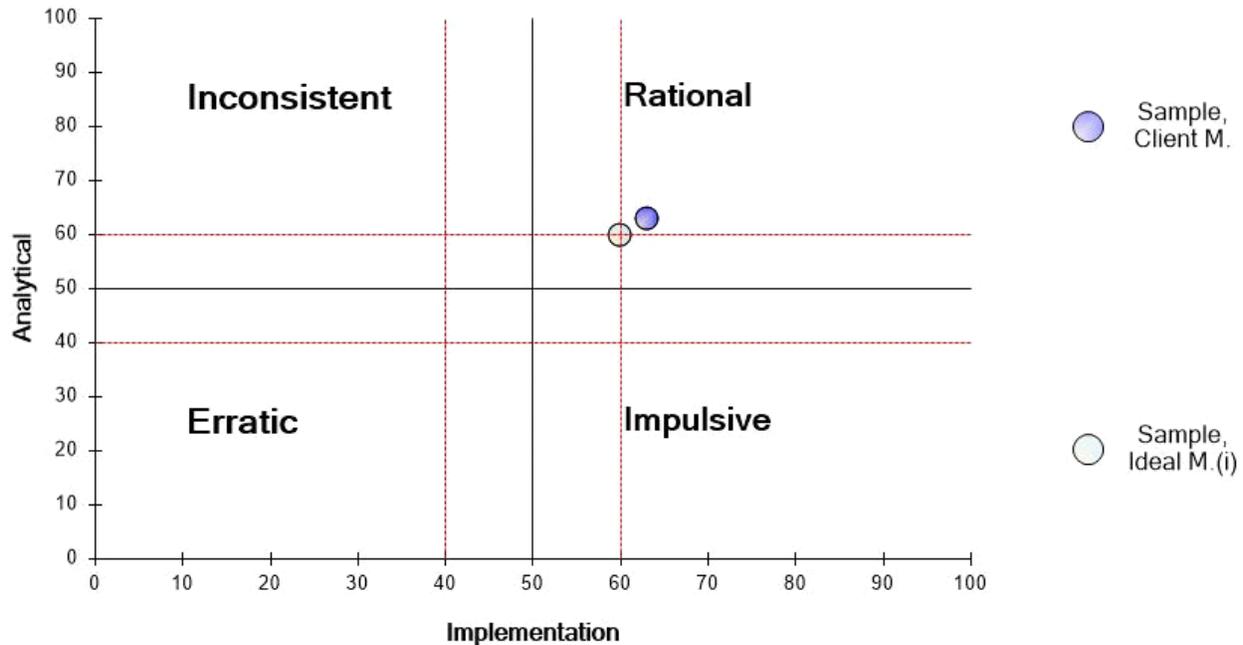
He likely has a strong preference for conservative values and morals, and is self-questioning, self-critical, and possibly feeling anxious or guilty.

Preferred (As I would like to be) Behavior

He tends to have a strong preference for conservative values and morals, and while judgmental is calm, relaxed, satisfied, dependable, and rarely moody.

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.

Current (As I am) Behavior

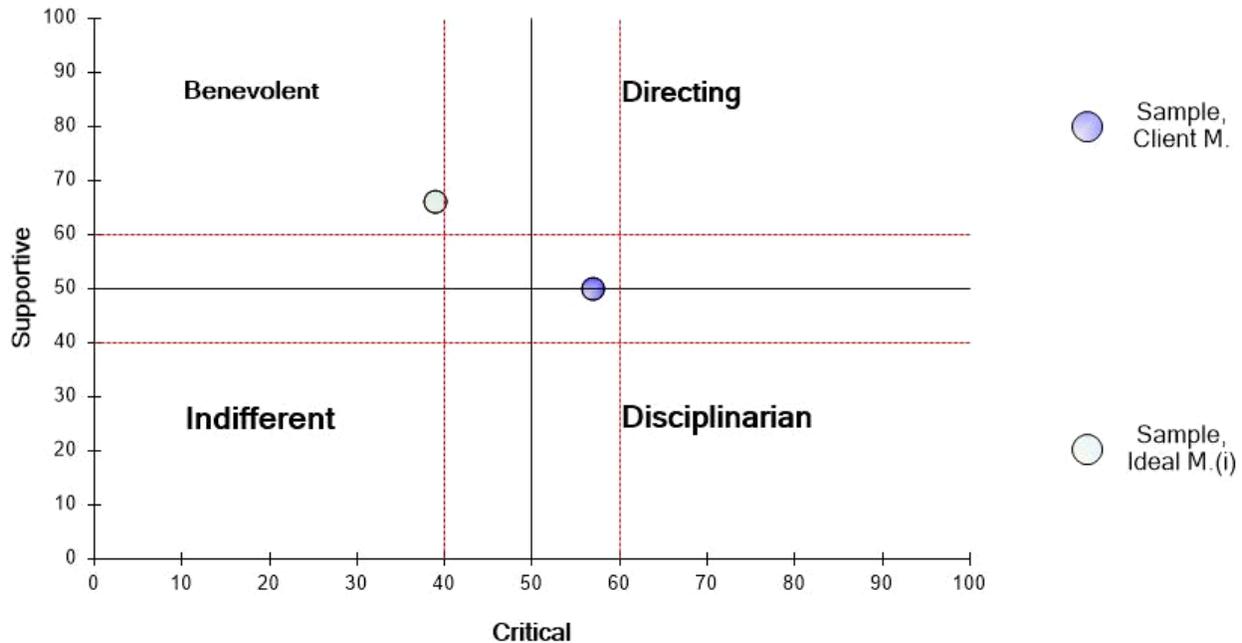
He is analytical, logical, astute, intellectually capable, self-disciplined, and prepared to do the planning and work necessary to attain his goals. He probably has a strong sense of duty and avoids playfulness and non-essential activities. For him, stability and continuation are more important than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

Preferred (As I would like to be) Behavior

He may be analytical, logical, astute, intellectually capable, self-disciplined, and prepared to do the planning and work necessary to attain his goals. He may have a strong sense of duty and avoids playfulness and non-essential activities. For him, stability and continuation may be 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.

Current (As I am) Behavior

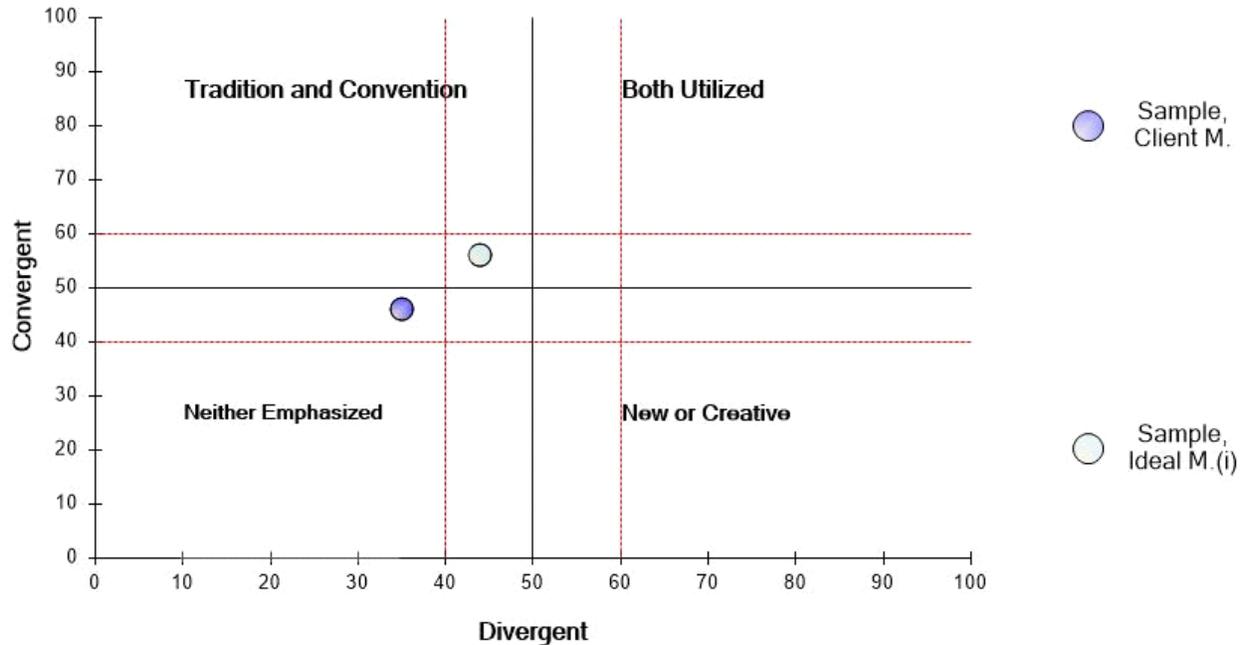
Continuity and the preservation of old values are probably as important to him as others are to most people. He is as likely as others to seek to sustain relationships and to foster courtesy and respect. He may be easily angered, skeptical, counteractive, and is likely to be irritated by interference 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.

Preferred (As I would like to be) Behavior

He is interdependent and tolerant of the fears and weakness of others and he values bringing people together and reducing conflicts. He seeks to sustain relationships and to foster courtesy and respect between two persons or groups. Others are likely to see him as helpful, loyal, genuinely responsible and as a good person from whom to obtain counsel. But, continuity and the preservation of old values are so important that rapid changes and shifts in convention are threatening and difficult for him to accept.

Cognitive Style

Convergent Reliance on Tradition and Convention (TC).



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

Current (As I am) Behavior

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.

Preferred (As I would like to be) Behavior

He tends to be unpretentious uncomplicated, forbearing, forthright, respectful of rules, and accepting of his role in life. He may be practical and predictable in his thought and perception, and tolerant of the ineptitude and intellectual shortcomings in others. But, intimacy through the candid sharing of significant feelings may be avoided.

Narrative

Current (As I am)

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. 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. 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.

Preferred (As I would like to be)

PRODUCTIVENESS

He is likely to be adaptable and to remain cheerful and productive in the face of adversity. 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. Reliable, ambitious, and diligent, he is self-disciplined and attentive to duties and obligations. This self-discipline is admirable, but may have been obtained at the cost of spontaneity, and the ability to enjoy peace and quiet. Even the expression of love, affection and tenderness may make him uncomfortable. While autonomous and effective, he is inconsiderate because in achieving independence, he has suppressed his own feelings and become indifferent to those of others. He seeks power, success, and tangible accomplishments in a world free of subjective concern and worry. 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

Strong-willed, ambitious, determined and forceful he is typically free of self-doubt in the pursuit of goals and inhibited little by disapproval or opposition. He probably likes to direct others toward the attainment of socially worthy objectives, and can usually do so without being viewed as domineering. The frequency of acting in ways to attract the immediate attention of others is similar to that of others. 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. Enterprising, and pleasure seeking, he may not exercise self-restraint or postpone gratification. While others may see him as entertaining, others may also view him as self-centered and pushy.

SOCIABILITY

Dependable, tactful, and tolerant, he may seek the company of others and is 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. A genuine concern for the welfare of humankind results in cooperative and tactful social behavior. He is both sympathetic and supportive of others, and he values relationships. He is comfortable in

social situations because he enjoys people and adapts readily to the changing demands of group process. Not given to soul-searching or looking too closely, he tends to gloss over inner complexities and prefer to take people at face value. Enthusiasm, good health and abundant vitality allow him to approach life with gusto and to respond warmly to interpersonal encounters. However, some people might perceive him as naive. 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. He is interdependent and tolerant of the fears and weakness of others. It is also likely that he values bringing people together, reducing conflicts, and sharing in the rewards of social living. Continuity and the preservation of old values are important. Rapid changes and shifts in convention are threatening and difficult for him to accept. He seeks to sustain relationships and to foster courtesy and respect between two persons or groups. Others are likely to see him as helpful, loyal, genuinely responsible and as a good person from whom to obtain counsel. He tends to be unpretentious uncomplicated, forbearing, forthright, respectful of rules, and accepting of his role in life.

INDIVIDUALITY

He is similar to most people in his reaction to challenges, the seeking of novel experiences, and the avoidance of routine. As a poised, self-assured initiator who confidently strives to achieve gratification, he is willing to cut a few corners to create a good impression and attain goals. Observers see him as assertive, enterprising and self-confident. His interest in being original or thinking and acting differently from the norm is like that of most others. No more impatient to get the things he values than are most people, he is as likely to stress action, visible rewards, and self-gratification about as often as others do. He 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 may be practical and predictable in his thought and perception, and tolerant of the ineptitude and intellectual shortcomings in others. But, intimacy through the candid sharing of significant feelings may be avoided.

WELL-BEING

He may be expressive and eager to engage the world around him, but also inconstant or even capricious. He may be hard working and goal directed. His motivation may be based more on attaining his goals than competition. He may be independent and relatively unbothered by self-doubt. He may reject the support of others and, instead, be sought for his advice because of his effectiveness in defining and attaining goals. The tendency to 'put himself down' through self-criticism, guilt, or social impotence is about like that of others. He accepts who he is and, wanting to do things his way, is unlikely to accept or act on professional advice or coaching. With his positive attitude toward life, he enjoys the company of others and is capable of initiating activities and carrying them through. He may not thoroughly understand himself, but he is comfortable and has a strong ability to 'love and work', Freud's criterion of personal adjustment. Although he is strong in interpersonal effectiveness and attains his goals, he may have some narcissistic or egotistical tendencies. Never the less, people are likely to see him as

well-adjusted. He tends to offer unsolicited advice and be condescending in his relations with others.

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 may prefer anonymity and freedom from conflict to the winning of interpersonal victories. He is probably conscientious, unassuming and patient, deferring to others without loss of self-respect. Tending to over-control his needs and impulses, he may often delay gratification unnecessarily. A strong commitment to duties and obligations, with an unwillingness to deviate from agreed-upon courses of action may make him appear rigid at times. He tries hard to see that consensual goals are attained and is a steadying influence upon others. Valuing good organization and careful planning, he avoids emotionalism, but becomes dissatisfied when people or events interfere with his plans.

Vocational Implications

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

	Current (As I am)	Preferred (As I would like to be)
Approach to life:	Scientific	Pragmatic
Reasoning method:	Analytic	Compartmentalizes - Reductionistic
Responds best to:	Concepts	Practical problems
Vocational focus:	Sciences Mathematics Politics	Commerce and business Finance Management Service occupations Teacher

Work Environments and Personality

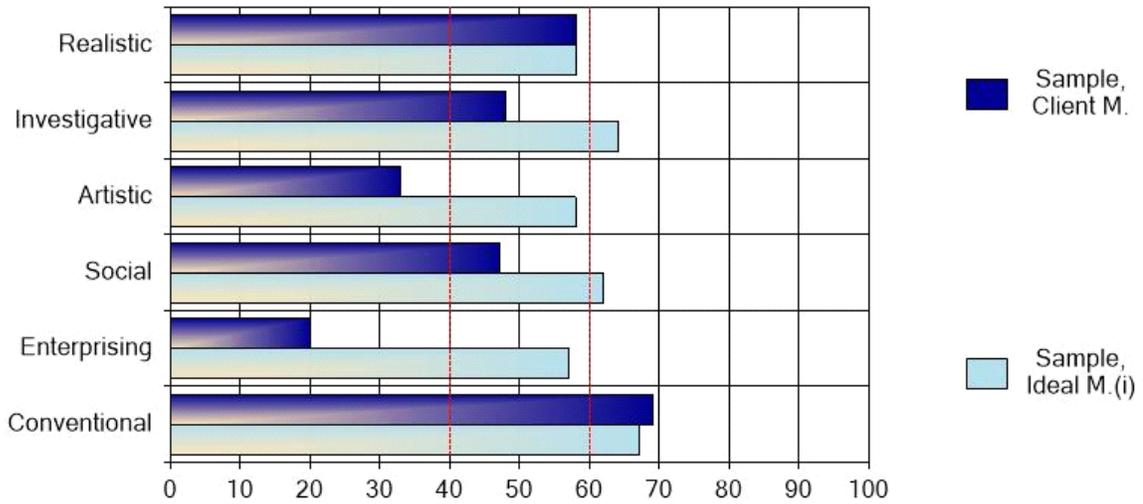
John L. Holland (*Making Vocational Choices: A Theory of Vocational Personalities and Work Environments*, 1997) proposed that being able to express one's personality within the work environment leads to personal satisfaction and effectiveness. Six work environments with matching personality types are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

His six personality attributes are presented in the following chart. Each attribute corresponds to a work environment. His 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.



His relevant personality attributes are summarized below and should Same.also be considered in the selection and exploration of work environments and careers.

Current (As I am)

Preferred (As I would like to be)

Realistic

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.

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, 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.

Reliable, ambitious, and diligent, he is likely to be viewed as self-disciplined and attentive to duties and obligations. This self-discipline is admirable, but when too intense may have been obtained at the cost of spontaneity, and the ability to enjoy peace and quiet. *The lack of 'down time' may cause burnout.* Satisfaction will probably be found 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

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.

Challenges found in complexity and disorder may be stimulating to him. He may comprehend problems or situations rapidly and enjoy change and variety. Typically, he 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

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.

A genuine concern for the welfare of others results in cooperative and tactful behavior. He is both sympathetic and supportive of others, and he values his relationships. Satisfaction will probably be found 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.

Enterprising

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.

Enterprising, and pleasure seeking, he may not exercise self-restraint or appropriately postpone gratification. While many may see him as entertaining, others may also view him 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

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 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.

Same.

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.

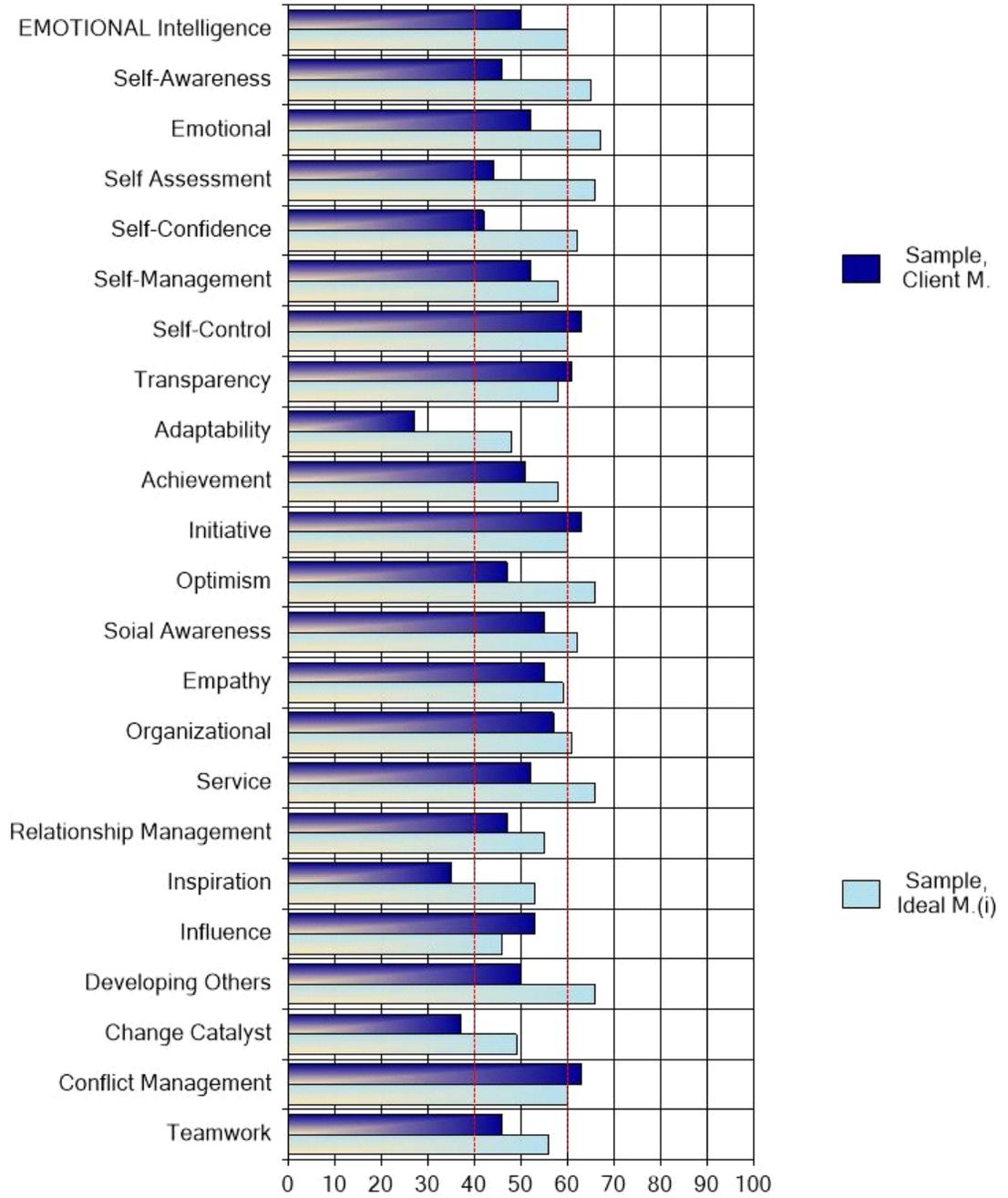
Playful: The attitudes of playfulness, impulsivity, and self-centeredness that are associated with the concept of a 'free' or very expressive child.

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.

Emotional Intelligence



Emotional Intelligence

Goleman (*Emotional Intelligence*, 1995; *Primal Leadership*, 2002) states that IQ contributes 20% or less to the factors determining life success. The remaining 80% includes a set of emotionally based behaviors which determine how effectively intellectual ability can be utilized. It is usually desirable to be in the upper end of the average range or above, but not too high as then a potential strength may become an overpowering detriment.

Current (As I am)

Preferred (As I would like to be)

SELF-AWARENESS

Emotional

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.

With his positive attitude toward life, he enjoys the company of others and is capable of initiating activities and carrying them through. He may not thoroughly understand himself, but he is comfortable and has a strong ability to 'love and work', Freud's criterion of personal adjustment.

Self Assessment

He has less interest in understanding the 'why' of things, including his own behavior and that of others, than do most people. He may have poor morale and feel defeated by life. However, he is likely to be regarded as kind, modest and considerate of the rights and wishes of others.

The 'why' of things and the basis for behavior - his and others' - probably concern him. His likely desire to 'understand' causes people to see him as a logical, foresighted, complex, internally differentiated person who values intellectual and cognitive matters. Although he is strong in interpersonal effectiveness and attains his goals, he may have some narcissistic or egotistical tendencies. Never the less, people are likely to see him as well-adjusted. He tends to offer unsolicited advice and be condescending in his relations with others.

Self-Confidence

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

As a poised, self-assured initiator who confidently strives to achieve gratification, he is willing to cut a few corners to create a good impression and attain goals. Observers see him as assertive, enterprising and self-confident.

SELF-MANAGEMENT

Self-Control

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.

Same.

Transparency

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 may be expressive and eager to engage the world around him, but also inconstant or even capricious.

Adaptability

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 interdependent and tolerant of the fears and weakness of others. It is also likely that he values bringing people together, reducing conflicts, and sharing in the rewards of social living.

His interest in being original or thinking and acting differently from the norm is like that of most others. He is as judgmental, easily angered, skeptical, counteractive, and irritated by interference or obstacles as are most people.

Achievement

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 may be hard working and goal directed. His motivation may be based more on attaining his goals than competition.

Initiative

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

Same.

than the new and different.

Optimism

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

He is likely to be adaptable and to remain cheerful and productive in the face of adversity.

SOCIAL AWARENESS

Empathy

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

Same.

Organizational

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.

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

Service

His involvement in behavior, which provides material or emotional support to others, is about as frequent as that of most people. About as reliable and diligent as are most people, he is as attentive to duties, the responsibilities of adulthood, and obligations as others.

A genuine concern for the welfare of humankind results in cooperative and tactful social behavior. He is both sympathetic and supportive of others, and he values relationships. Reliable, ambitious, and diligent, he is self-disciplined and attentive to duties and obligations. This self-discipline is admirable, but may have been obtained at the cost of spontaneity, and the ability to enjoy peace and quiet. Even the expression of love, affection and tenderness may make him uncomfortable.

RELATIONSHIP MANAGEMENT

Inspiration

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.

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

Influence

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

Same.

Developing Others

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.

Continuity and the preservation of old values are important. Rapid changes and shifts in convention are threatening and difficult for him to accept. He seeks to sustain relationships and to foster courtesy and respect between two persons or groups. Others are likely to see him as helpful, loyal, genuinely responsible and as a good person from whom to obtain counsel.

Change Catalyst

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

Conflict Management

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.

Same.

Teamwork

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

He tends to be unpretentious uncomplicated, forbearing, forthright, respectful of rules, and accepting of his role in life.

PERSONALITY FACTORS AND TRAITS

Potential Issues

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

Underdeveloped or inadequately expressed behavior

May be too weak	"As I am" less than "As I would like to be"
<p><i>Creativity:</i> The desire to do and think differently from the norm, and a talent for originality.</p>	<p><i>Assertiveness:</i> Ascendant, demanding, strong-willed tendencies demonstrated through active, pleasurable, and self-satisfying behavior.</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>Optimism:</i> A positive orientation expressed in cheerfulness, adaptability, and focus.</p>
	<p><i>Dominance:</i> To seek and maintain a role as a leader in groups, or to be influential and controlling in relationships.</p>
	<p><i>Affiliation:</i> To seek and maintain numerous personal friendships.</p>
	<p><i>Exhibition:</i> To behave in such a way as to elicit the immediate attention of others.</p>
	<p><i>Self-Confidence:</i> To attain gratification though self-confident, poised, and self-assured behavior.</p>
	<p><i>Personal Adjustment:</i> The ability to cope with situational and interpersonal demands and stress with a feeling of efficacy.</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.

Respectful: The attitudes of support, stability, and acceptance that are associated with the concept of a nurturing parent.

Work-Centered: The attitudes of independence, objectivity, and industriousness that are associated with the concept of a mature adult.

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.

Overdeveloped or too frequently expressed behavior

May be too intense

"As I am" greater than "As I would like to be"

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

Support-Seeking: To solicit sympathy, advice, affection, or emotional support.

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

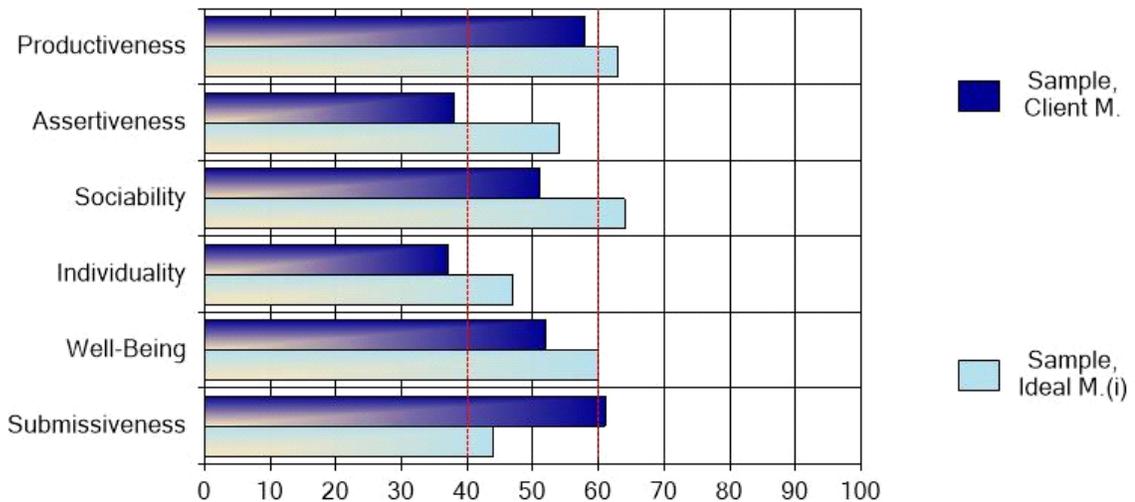
Fault-Finding: The attitudes of evaluation, severity, and skepticism that are associated with the concept of a critical parent.

Security-Seeking: The attitudes of deference, conformity, and self-discipline that are associated with the concept of an 'adapted' or very dutiful child.

Intellectence: The ability to think abstractly, to

detect logical relationships, and to apply general principles to the solution of specific problems.

Factors



Current (As I am)

Preferred (As I would like to be)

Productiveness

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.

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

Assertiveness

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

He is as likely to seek to be treated fairly, as are most people: Neither giving in too easily nor demanding too much.

Sociability

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

He is cheerful, compassionate, warm in his interactions, and may have many close interpersonal relationships.

Individuality

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

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

Well-Being

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

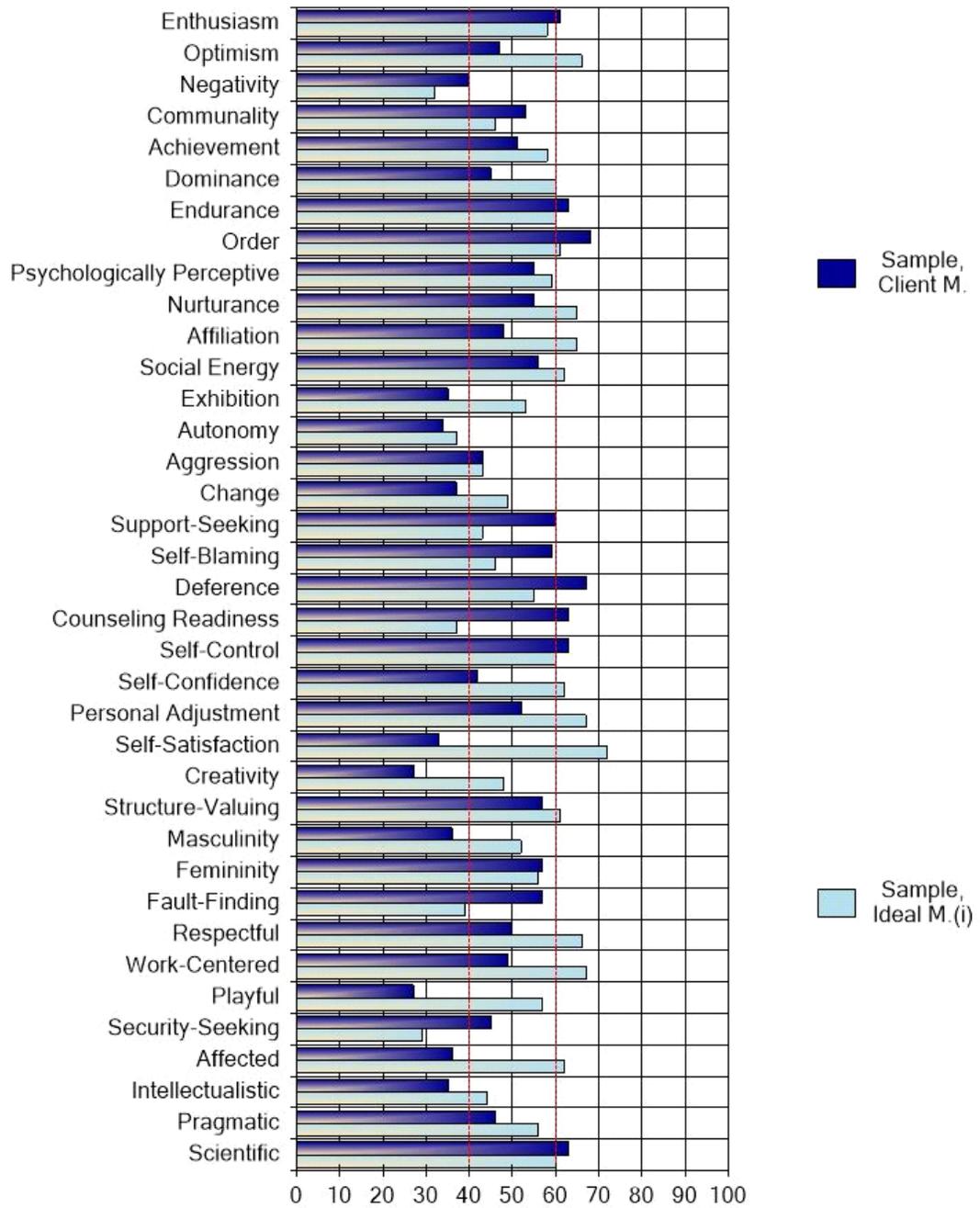
He is calm, relaxed, satisfied, dependable, and rarely moody.

Submissiveness

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.

He is likely to enjoy relationships with others, and is sensuous and fun loving.

Traits (Scales)



Current (As I am)

Preferred (As I would like to be)

Modus Operandi

Enthusiasm

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 may be expressive and eager to engage the world around him, but also inconstant or even capricious.

Optimism

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

He is likely to be adaptable and to remain cheerful and productive in the face of adversity.

Negativity

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

Dependable, tactful, and tolerant, he may seek the company of others and is not easily offended.

Communality

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

Same.

Psychological Needs

Achievement

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 may be hard working and goal directed. His motivation may be based more on attaining his goals than competition.

Dominance

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

Strong-willed, ambitious, determined and forceful he is typically free of self-doubt in the pursuit of goals and inhibited little by

disapproval or opposition. He probably likes to direct others toward the attainment of socially worthy objectives, and can usually do so without being viewed as domineering.

Endurance

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.

Same.

Order

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.

Same.

Psychologically Perceptive

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

Same.

Nurturance

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

A genuine concern for the welfare of humankind results in cooperative and tactful social behavior. He is both sympathetic and supportive of others, and he values relationships.

Affiliation

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

He is comfortable in social situations because he enjoys people and adapts readily to the changing demands of group process. Not given to soul-searching or looking to closely, he tends to

gloss over inner complexities and prefer to take people at face value.

Social Energy

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

Enthusiasm, good health and abundant vitality allow him to approach life with gusto and to respond warmly to interpersonal encounters. However, some people might perceive him as naive.

Exhibition

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.

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

Autonomy

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.

Same.

Aggression

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.

Same.

Change

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

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

others might otherwise extend to him.

Support Seeking

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.

He may be independent and relatively unbothered by self-doubt. He may reject the support of others and, instead, be sought for his advice because of his effectiveness in defining and attaining goals.

Self-Blaming

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.

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

Deference

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.

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

Topical Scales

Counseling Readiness

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.

He accepts who he is and, wanting to do things his way, is unlikely to accept or act on professional advice or counseling.

Self-Control

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.

Same.

Self-Confidence

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

As a poised, self-assured initiator who confidently strives to achieve gratification, he is willing to cut a few corners to create a good impression and attain goals. Observers see him as assertive, enterprising and self-confident.

Personal Adjustment

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.

With his positive attitude toward life, he enjoys the company of others and is capable of initiating activities and carrying them through. He may not thoroughly understand himself, but he is comfortable and has a strong ability to 'love and work', Freud's criterion of personal adjustment.

Self-Satisfaction

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.

Although he is strong in interpersonal effectiveness and attains his goals, he may have some narcissistic or egotistical tendencies. Never the less, people are likely to see him as well-adjusted. He tends to offer unsolicited advice and be condescending in his relations with others.

Creativity

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

His interest in being original or thinking and acting differently from the norm is like that of most others.

Structure-Valuing

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.

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

Masculinity

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.

No more impatient to get the things he values than are most people, he is as likely to stress action, visible rewards, and self-gratification about as often as others do.

Femininity

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.

Same.

Interpersonal Scales

Fault-Finding

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.

He is interdependent and tolerant of the fears and weakness of others. It is also likely that he values bringing people together, reducing conflicts, and sharing in the rewards of social living.

Respectful

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.

Continuity and the preservation of old values are important. Rapid changes and shifts in convention are threatening and difficult for him to accept. He seeks to sustain relationships and to foster courtesy and respect between two

persons or groups. Others are likely to see him as helpful, loyal, genuinely responsible and as a good person from whom to obtain counsel.

Work-Centered

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

Reliable, ambitious, and diligent, he is self-disciplined and attentive to duties and obligations. This self-discipline is admirable, but may have been obtained at the cost of spontaneity, and the ability to enjoy peace and quiet. Even the expression of love, affection and tenderness may make him uncomfortable.

Playful

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

Enterprising, and pleasure seeking, he may not exercise self-restraint or postpone gratification. While others may see him as entertaining, others may also view him as self-centered and pushy.

Security-Seeking

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.

While autonomous and effective, he is inconsiderate because in achieving independence, he has suppressed his own feelings and become indifferent to those of others. He seeks power, success, and tangible accomplishments in a world free of subjective concern and worry.

Cognitive Style

Affected

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 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.

Intellectualistic

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

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

Scientific

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.

He may be practical and predictable in his thought and perception, and tolerant of the ineptitude and intellectual shortcomings in others. But, intimacy through the candid sharing of significant feelings may be avoided.

He tends to be unpretentious uncomplicated, forbearing, forthright, respectful of rules, and accepting of his role in life.

Same.

SUMMARY

Standard Scores

	Standard Scores		Percentile Rank	
	R	I	R	I
Productiveness	58	63	79	90
Assertiveness	38	54	12	66
Sociability	51	64	54	92
Individuality	37	47	10	38
Well-Being	52	60	58	84
Submissiveness	61	44	86	27
Enthusiasm	61	58	86	79
Optimism	47	66	38	95
Negativity	40	32	16	4
Communality	53	46	62	34
Achievement	51	58	54	79
Dominance	45	60	31	84
Endurance	63	60	90	84
Order	68	61	96	86
Psychologically Perceptive	55	59	69	82
Nurturance	55	65	69	93
Affiliation	48	65	42	93
Social Energy	56	62	73	88
Exhibition	35	53	7	62
Autonomy	34	37	5	10
Aggression	43	43	24	24
Change	37	49	10	46
Support-Seeking	60	43	84	24
Self-Blaming	59	46	82	34
Deference	67	55	96	69
Counseling Readiness	63	37	90	10
Self-Control	63	60	90	84
Self-Confidence	42	62	21	88
Personal Adjustment	52	67	58	96
Self-Satisfaction	33	72	4	99
Creativity	27	48	1	42
Structure-Valuing	57	61	76	86
Masculinity	36	52	8	58
Femininity	57	56	76	73
Fault-Finding	57	39	76	14
Respectful	50	66	50	95
Work-Centered	49	67	46	96

Playful	27	57
Security-Seeking	45	29
Affected	36	62
Intellectualistic	35	44
Pragmatic	46	56
Scientific	63	60
Origence	31	45
Intellectence	58	43

1	76
31	2
8	88
7	27
34	73
90	84
3	31
79	24

Selected Adjectives

Sample, Client M. = R Sample, Ideal M.(i) = I

Adjective	R	I
001 absent-minded		
002 active	X	X
003 adaptable	X	X
004 adventurous	X	X
005 affected	X	
006 affectionate	X	X
007 aggressive		
008 alert	X	X
009 aloof		
010 ambitious	X	X
011 anxious	X	
012 apathetic		
013 appreciative	X	X
014 argumentative		
015 arrogant		
016 artistic		
017 assertive		X
018 attractive	X	X
019 autocratic		
020 awkward		
021 bitter		
022 blustery		
023 boastful		
024 bossy		
025 calm	X	X
026 capable	X	X
027 careless		
028 cautious	X	X
029 changeable	X	X
030 charming		X
031 cheerful		X
032 civilized	X	X
033 clear-thinking	X	X
034 clever		X
035 coarse		
036 cold		
037 commonplace		
038 complaining		
039 complicated	X	X
040 conceited		

Adjective	R	I
041 confident		X
042 confused		
043 conscientious	X	X
044 conservative	X	
045 considerate	X	X
046 contented		
047 conventional	X	X
048 cool		X
049 cooperative	X	X
050 courageous		X
051 cowardly		
052 cruel		
053 curious	X	X
054 cynical		
055 daring		
056 deceitful		
057 defensive	X	
058 deliberate	X	X
059 demanding	X	X
060 dependable	X	X
061 dependent		
062 despondent		
063 determined	X	X
064 dignified	X	X
065 discreet	X	X
066 disorderly		
067 dissatisfied	X	
068 distractible		
069 distrustful		
070 dominant	X	
071 dreamy	X	
072 dull		
073 easy going		X
074 effeminate		
075 efficient	X	X
076 egotistical		
077 emotional	X	
078 energetic		X
079 enterprising		X
080 enthusiastic		X

Sample, Client M. = R Sample, Ideal M.(i) = I

Adjective	R	I
081 evasive		
082 excitable	X	
083 fair-minded	X	X
084 fault-finding	X	
085 fearful	X	
086 feminine		
087 fickle		
088 flirtatious		
089 foolish		
090 forceful		
091 foresighted	X	X
092 forgetful		
093 forgiving	X	X
094 formal	X	X
095 frank		X
096 friendly	X	X
097 frivolous		
098 fussy		
099 generous		X
100 gentle	X	X
101 gloomy		
102 good-looking	X	X
103 good-natured	X	X
104 greedy		
105 handsome	X	X
106 hard-headed	X	
107 hard-hearted		
108 hasty		
109 headstrong	X	
110 healthy	X	X
111 helpful	X	X
112 high-strung	X	
113 honest	X	X
114 hostile		
115 humorous	X	X
116 hurried	X	
117 idealistic	X	X
118 imaginative		X
119 immature		
120 impatient	X	

Adjective	R	I
121 impulsive		
122 independent	X	X
123 indifferent		
124 individualistic		
125 industrious		
126 infantile		
127 informal		
128 ingenious		
129 inhibited		
130 initiative		X
131 insightful	X	
132 intelligent	X	X
133 interests narrow		
134 interests wide	X	X
135 intolerant		
136 inventive		X
137 irresponsible		
138 irritable	X	
139 jolly		X
140 kind	X	X
141 lazy		
142 leisurely		X
143 logical		
144 loud		
145 loyal	X	X
146 mannerly	X	X
147 masculine	X	X
148 mature	X	X
149 meek		
150 methodical	X	
151 mild		
152 mischievous		
153 moderate	X	X
154 modest	X	X
155 moody		
156 nagging		
157 natural	X	X
158 nervous	X	
159 noisy		
160 obliging	X	

Sample, Client M. = R Sample, Ideal M.(i) = I

Adjective	R	I
161 obnoxious		
162 opinionated		
163 opportunistic		
164 optimistic	X	X
165 organized	X	X
166 original		X
167 outgoing		X
168 outspoken		
169 painstaking	X	
170 patient	X	X
171 peaceable	X	X
172 peculiar		
173 persevering	X	X
174 persistent	X	X
175 pessimistic	X	
176 planful	X	X
177 pleasant	X	X
178 pleasure-seeking		
179 poised	X	X
180 polished		X
181 practical	X	X
182 praising	X	
183 precise	X	X
184 prejudiced		
185 preoccupied		
186 progressive	X	X
187 prudish		
188 quarrelsome		
189 quirky		
190 quick	X	X
191 quiet	X	X
192 quitting		
193 rational	X	X
194 rattlebrained		
195 realistic	X	X
196 reasonable	X	X
197 rebellious		
198 reckless		
199 reflective	X	X
200 relaxed		X

Adjective	R	I
201 reliable	X	X
202 resentful	X	
203 reserved	X	
204 resourceful	X	X
205 responsible	X	X
206 restless	X	X
207 retiring		
208 rigid	X	
209 robust		
210 rude		
211 sarcastic		
212 self-centered		
213 self-confident		
214 self-controlled	X	X
215 self-denying		
216 self-pitying		
217 self-punishing	X	
218 self-seeking	X	
219 selfish		
220 sensitive	X	X
221 sentimental	X	X
222 serious	X	X
223 severe		
224 sexy		
225 shallow		
226 sharp-witted		
227 shiftless		
228 show-off		
229 shrewd		
230 shy	X	
231 silent	X	
232 simple	X	
233 sincere	X	X
234 slipshod		
235 slow		
236 sly		
237 smug		
238 snobbish		
239 sociable	X	X
240 soft-hearted	X	

Sample, Client M. = R Sample, Ideal M.(i) = I

Adjective	R	I
241 sophisticated	X	X
242 spendthrift	X	X
243 spineless		
244 spontaneous		
245 spunky		
246 stable	X	X
247 steady	X	X
248 stern	X	X
249 stingy	X	
250 stolid		
251 strong	X	X
252 stubborn	X	
253 submissive		
254 suggestible		
255 sulky		
256 superstitious		
257 suspicious	X	
258 sympathetic		
259 tactful	X	X
260 tactless		
261 talkative		X
262 temperamental		
263 tense	X	
264 thankless		
265 thorough	X	X
266 thoughtful	X	X
267 thrifty	X	X
268 timid		
269 tolerant	X	X
270 touchy		

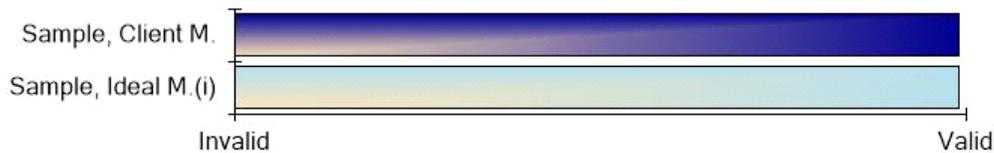
Adjective	R	I
271 tough	X	X
272 trusting	X	X
273 unaffected		
274 unambitious		
275 unassuming		
276 unconventional		
277 undependable		
278 understanding	X	X
279 unemotional		
280 unexcitable		
281 unfriendly		
282 uninhibited		X
283 unintelligent		
284 unkind		
285 unrealistic		
286 unscrupulous		
287 unselfish	X	X
288 unstable		
289 versatile		X
290 vindictive		
291 warm		X
292 wary		
293 weak		
294 whiny		
295 wholesome	X	X
296 wise		X
297 withdrawn		
298 witty		X
299 worrying	X	
300 zany		

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 un dependable.
2. Too many adjectives were selected - the data is un dependable.
3. Few adjectives were selected - the data may be un dependable, unless the selected adjectives are confirmed.
4. Many adjectives were selected - the data may be un dependable, 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 un dependable 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.