CPI™ PLUS

California Psychological Inventory

DEVELOPED BY **HARRISON G. GOUGH**

REPORT PREPARED FOR

JOHN SAMPLE

Sex: Male
Age: 48
Occupation: CONTABIL

This report was scored according to THE STANDARD ROMANIAN MALE NORMS (N=1600ss)

Introduction

This report is based on the answers to the CPI 260 questionnaire. It includes information on the subject's perspective in life, on his/her perception about self, and on the comparisons that he/she draws with others into what regards a series of specific characteristics that are important in one's life and work. The purpose of this report is to provide the subject with a precise image about self, an image that will help him/her better understand the own personality and thus aid him/her to perfectly achieve current and long-term objectives.

The purpose of this report is to offer an as precise as possible image of the respondent, assisting the evaluated person in understanding his or her own psychological functioning. When the report is used by third parties, it assists them in constructing an adequate interpretation regarding the respondent's behavior, thus providing support for different decisions. The CPI can be used in several domains such as: industrial-organizational psychology, educational psychology, forensic or clinical psychology.

The CPI was created with the purpose of measuring directly the targeted constructs being developed on empirical bases. Thus the scales are considered to be valid even from the development stages. The CPI is considered to be one of the most validated instruments for assessing personality as it has be used in hundreds of studies involving different populations and environments.

This report is structured in several areas. These areas are:

> a. Data Section (containing the individual scale scores, the cuboid model, vectorial scale scores);

> b. Validity Section (containing the analysis of faking indicators: regression equations, validity scales, qualitative indicators);

> c. Scale Analysis (presenting the obtained T score for each scale and a brief description of high and low scale scores);

> d. Detailed Interpretative Report (containing the analysis of the four major areas of investigation, as well as a specific interpretation for each score category).

Attention

When interpreting this report the expert should follow these recommendations:

- *The items of this questionnaire were not built with the purpose of assessing objective performance, but to estimate behavioral tendencies and preferences. Although there are some relations between performance and behavioral preferences, these interpretations should always rely on solid empirical evidence.*

- *All the psychometric instruments contain a certain degree of error. The real score of a person on a certain dimension cannot be estimated precisely.*

- *The analysis of strengths and weaknesses should be made by considering the characteristics of the environment in which the individual performs.*

- *The scales of the inventory measure personality traits. A personality trait can be defined as a behavioral pattern which is stable in time and across different situations. Nevertheless the expert should pay attention to the fact that personality traits modify with time, especially at younger ages.*

- *When interpreting this report the expert should be aware of the deviation of an observed T score from the mean in the specific population (T 50). The significance of an observed score increases together with the degree of deviation from the mean.*

The Data Section

This section represents the obtained scores for each evaluated dimension.

The inventory measures 35 distinct personality dimensions and three additional vectorial scales. The 35 dimensions can be grouped in five major areas:
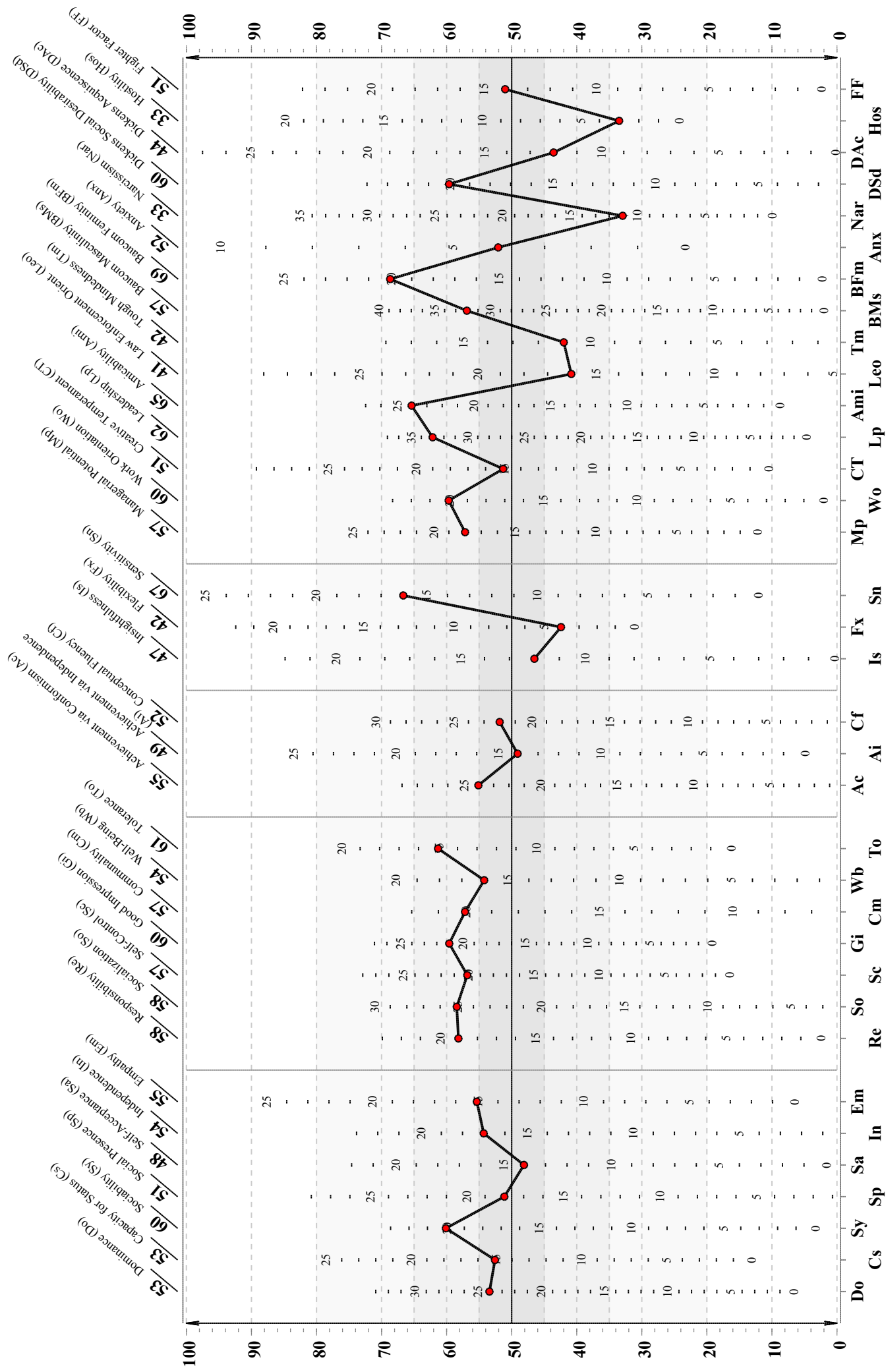
a. Interpersonal Orientation - the way in which the individual relates to the interpersonal and social environment. This area contains the following scales: Dominance, Capacity for Status, Sociability, Social Presence, Self-Acceptance, Independence and Empathy.

b. Self-Management - the way in which the person relates to the dominant values and normative systems, as well as the individual functioning within the normative frame of reference. This area contains the following scales: Responsibility, Socialization, Self-Control, Good Impression, Communality, Well-Being and Tolerance.

c. Motivations and Cognitive Style - the orientation of the individual's interests towards intellectual or practical areas, as well as personal preferences regarding the style of achievement. This area contains the following scales: Achievement via Conformism, Achievement Via Independence and Conceptual Fluency.

d. Personal Characteristics - the personal preferences regarding analyzing others, the adherence to the traditional role prescriptions. This area contains the scales: Insightfulness, Flexibility and Sensitivity.

e. Work related measures - behavioral tendencies regarding working style and preferences regarding working environment. This area contains the scales: Managerial Potential, Work Orientation, Creative Temperament, Leadership, Amicability, Law Enforcement Orientation, Hostility and Fighter Factor.

The profile presents both numeric and graphical representations of the scores. All the CPI scales are presented in such a way that the hgh scores are at the top of the chart and the low scores at the bottom. This is a standard procedure for score representation, both for the CPI and for other psychological reports which report results as standardized T scores. The profile shows in the left bar of the scale profile the T score computed for every scale.
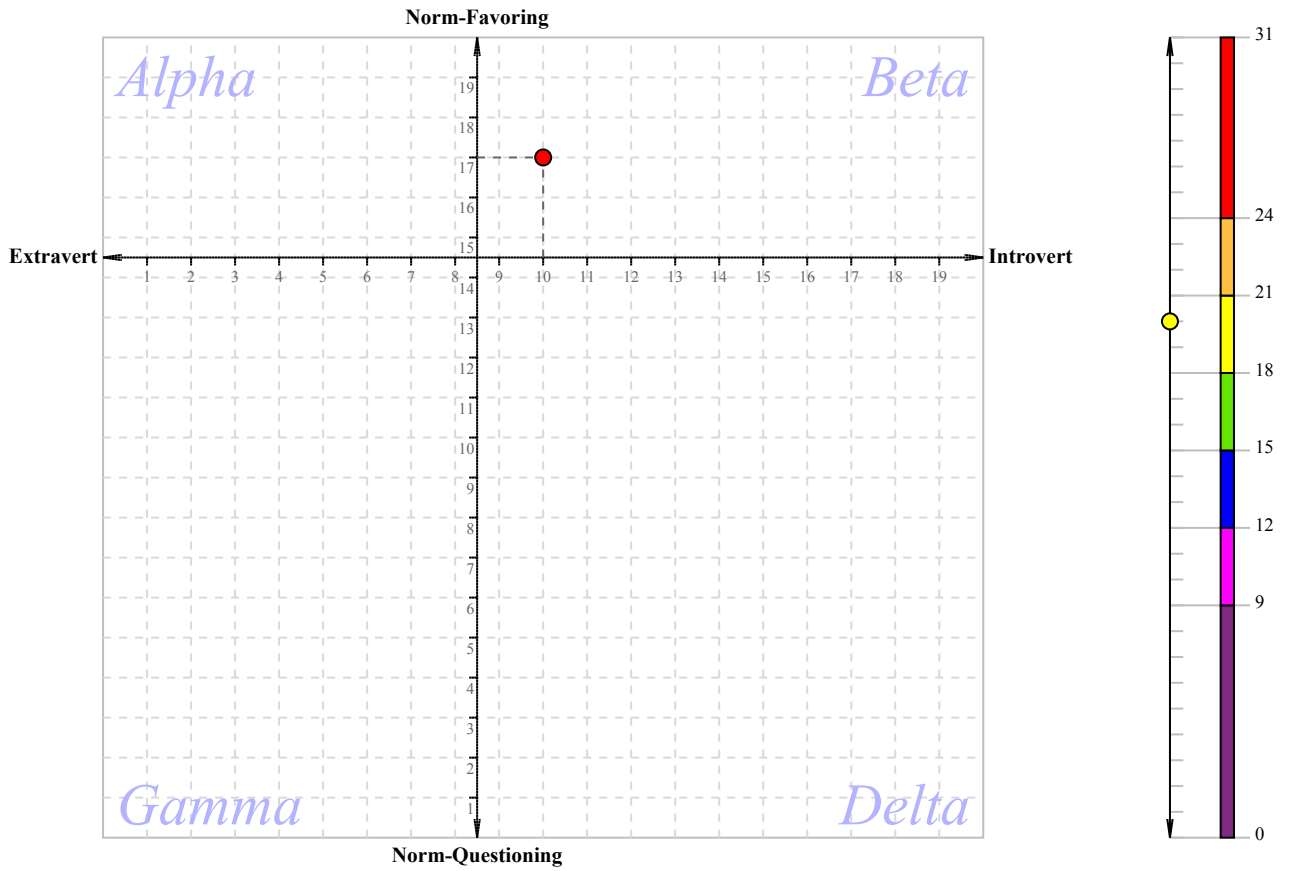
T scores represent a category of standardized scores which is computed by taking into account the scores obtained by other individuals from the normative sample. The mean of a T score distribution is set at 50, having a standard deviation of 10 scores. The score T 50 indicates that the respondent can be described as similar to the majority of the individuals in the general population. The interval T 40 - T 60 contains approximately 68% of the individual scores obtained in the normative sample. Theoretically T scores range between T 20 and T 80.

The profile presents five interpretative categories for each scale. The interval T 20 - T 35 is considered very low. The scores that fall in the interval T 35 - T 45 are considered low (below average). The average interval ranges from T 45 to T 55. The high category begins with T 55 and ends with T 65. Finally, scores that fall in the interval T 65 - T 80 are considered very high.
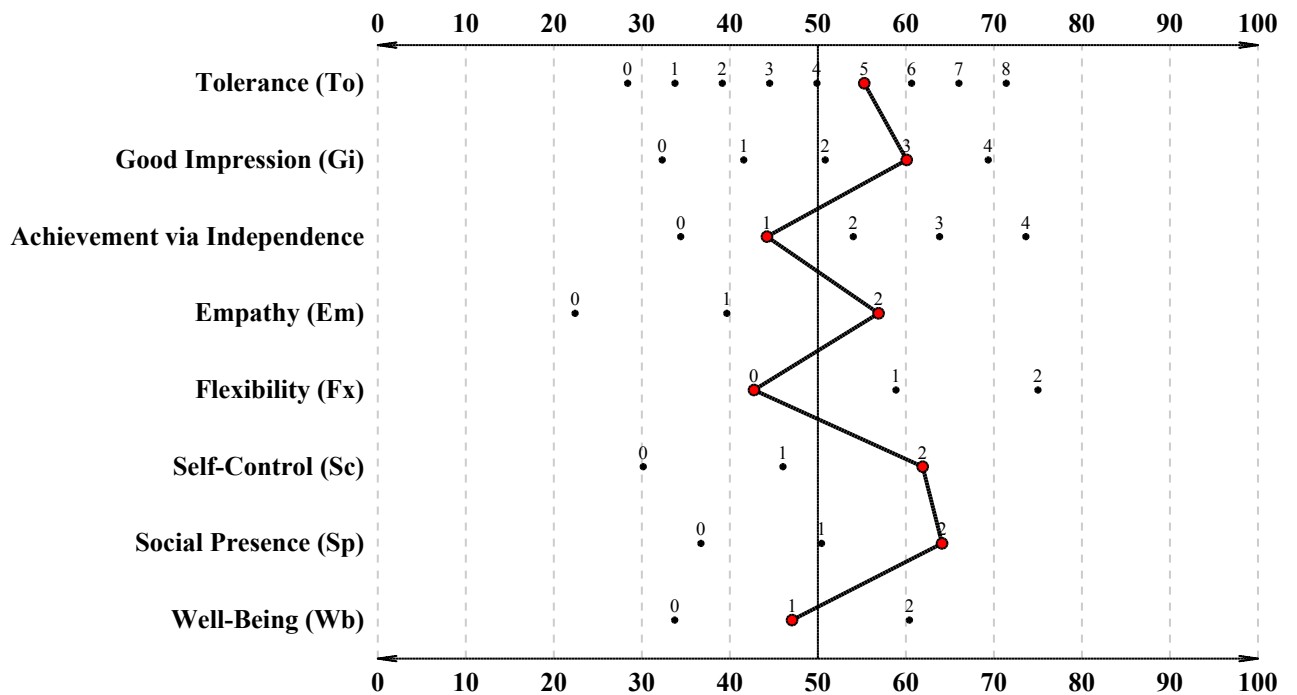
The identification of the psychological type (Alpha, Beta, Gamma, Delta) of a person relies on the scores obtained at the three vectorial scales. Generally the scale v1 and v2 should not be interpreted. It is recommended to interpret only the inclusion in a certain type as well as the level of type integration.

CUBOID MODEL: BETA 5

LEVEL OF SELF ACTUALIZATION

ANSWERS TO ITEMS

(1): A	(31): A	(61): F	(91): F	(121): F	(151): A	(181): A	(211): A	(241): F
(2): F	(32): F	(62): A	(92): F	(122): F	(152): F	(182): F	(212): F	(242): F
(3): F	(33): A	(63): A	(93): F	(123): F	(153): A	(183): A	(213): F	(243): A
(4): F	(34): A	(64): F	(94): F	(124): F	(154): F	(184): F	(214): F	(244): A
(5): F	(35): A	(65): F	(95): A	(125): F	(155): F	(185): A	(215): F	(245): A
(6): F	(36): F	(66): A	(96): A	(126): F	(156): F	(186): F	(216): A	(246): A
(7): A	(37): F	(67): A	(97): A	(127): A	(157): F	(187): A	(217): A	(247): F
(8): A	(38): A	(68): F	(98): F	(128): F	(158): F	(188): F	(218): A	(248): A
(9): F	(39): F	(69): F	(99): F	(129): F	(159): F	(189): A	(219): F	(249): F
(10): F	(40): A	(70): F	(100): F	(130): A	(160): F	(190): F	(220): A	(250): A
(11): F	(41): F	(71): F	(101): F	(131): F	(161): F	(191): A	(221): F	(251): A
(12): F	(42): A	(72): A	(102): A	(132): A	(162): A	(192): F	(222): F	(252): F
(13): F	(43): A	(73): F	(103): F	(133): F	(163): F	(193): F	(223): A	(253): F
(14): F	(44): F	(74): A	(104): A	(134): F	(164): A	(194): A	(224): A	(254): A
(15): F	(45): A	(75): A	(105): F	(135): F	(165): A	(195): F	(225): A	(255): A
(16): A	(46): F	(76): F	(106): A	(136): A	(166): F	(196): A	(226): F	(256): F
(17): A	(47): F	(77): A	(107): F	(137): A	(167): A	(197): F	(227): F	(257): F
(18): F	(48): A	(78): F	(108): A	(138): A	(168): F	(198): A	(228): F	(258): F
(19): F	(49): A	(79): A	(109): A	(139): F	(169): A	(199): A	(229): A	(259): F
(20): F	(50): A	(80): F	(110): F	(140): F	(170): F	(200): F	(230): F	(260): F
(21): F	(51): A	(81): F	(111): A	(141): A	(171): A	(201): A	(231): F	
(22): A	(52): F	(82): F	(112): F	(142): F	(172): F	(202): A	(232): F	
(23): F	(53): A	(83): F	(113): F	(143): F	(173): F	(203): F	(233): F	
(24): F	(54): F	(84): F	(114): A	(144): F	(174): A	(204): A	(234): A	
(25): F	(55): F	(85): F	(115): F	(145): A	(175): A	(205): A	(235): A	
(26): F	(56): A	(86): F	(116): A	(146): F	(176): A	(206): F	(236): A	
(27): A	(57): F	(87): A	(117): F	(147): F	(177): F	(207): F	(237): A	
(28): A	(58): F	(88): F	(118): A	(148): A	(178): F	(208): F	(238): A	
(29): A	(59): F	(89): A	(119): F	(149): F	(179): F	(209): A	(239): F	
(30): F	(60): F	(90): A	(120): A	(150): A	(180): A	(210): F	(240): A	

GENERAL STATISTICS (MODUS OPERANDI)

Answers 'A': 110 From 260 (42.31%)
Answers 'F': 150 From 260 (57.69%)
missing answers: 0 From 260 (0.00%)

RAW SCORES

Scale	Do	Cs	Sy	Sp	Sa	In	Em	Re	So	Sc	Gi	Cm	Wb	To	Ac	Ai	Cf	Is	Fx	Sn
Raw Score	24	15	20	18	14	17	15	19	25	20	21	20	16	15	24	14	22	12	4	16
Missing Answers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

The Validity Section

Apart from the issue of scale validity, in interpreting a personality questionnaire it is important to pay attention to protocol validity that is to the extent to which the scores are "true" scores. Estimating the validity of a protocol proves to be of critical importance in interpreting or abandoning the interpretation process. An invalid protocol offers biased information that is irrelevant or partly irrelevant to the respondent's psychological reality. Therefore the first step in the interpretation of this protocol should be the protocol validity check.

There are several specific manners in which people tend to respond at this questionnaire. For example, most of the people respond to all the items or almost to all the items. The deviations from standard response patterns can have a negative impact on the protocol validity jeopardizing the interpretation process.

Most of the times CPI-260 profiles tend to be normal. Nevertheless there are three types of response behaviors that lead to protocol behavior:

> *a. Fake Good: the respondent tries to present an excessively positive image of himself;*
>
> *b. Fake Bad: the respondent tries to present a negative self-image;*
>
> *c. Random Answer: the respondent answers randomly without considering the item significance or item content.*

CPI-260 includes several indicators that detect faking as well as random answering. For each of the three types of invalidity there is a set of qualitative and quantitative indicators that can lead to the conclusion of protocol invalidity. The following lines present the different types of indicators.

Generally invalid protocols should not be interpreted. Nevertheless the only type of invalid protocol that is entirely meaningless is random answer. For the other type of faking the profiles can be partially or entirely interpreted.

The decision to include a profile in one of the three types of invalidity should be made by the expert who uses the CPI-260. Only the expert user can integrate all the information and the indicators of invalidity as he is the one that can interpret different pieces of information derived from the assessment situation as well as from the interaction with the respondent. The expert user should analyze the invalidity indicators in a cumulative manner and afterwards the expert should integrate data derived from different sources (interviews, peer evaluations, personal history, etc.).

Fake Good

THE RESPONDENT ATTEMPTS TO MARK THOSE ITEMS THAT ARE SOCIALLY DESIRABLE.

The quantitative indicators for fake good are:

a. Values for the Fake Good regression equation situated above the cut-off score of 65.50;

FG = 65.39 ✓

b. T score over T 65 for the Good Impression Scale;

T(Gi) = 59.60 ✓

c. T score over T 65 for the DSd scale (Dickens Social Desirability);

T(DSd) = 59.62 ✓

The qualitative indicators for fake good are:

a. Elevated scale score (more than 3 scales above T65)

Normal elevations ✓

b. Reduced inter-scale variability (a variability that is specific to only 10% of the individuals in the normative sample);

Low variability ⚠

c. The answer sheet contains erased answers or marks that indicate that the respondent changed his mind regarding the initial answer;

Check the answer sheet ?

d. The evaluation lasts longer than usual. Normally this questionnaire is completed in 25 to 40 minutes.

Verify time needed for administration ?

Fake Bad

THE RESPONDENT ATTEMPTS TO PRESENT A NEGATIVE SELF-IMAGE

The quantitative indicators for fake bad are:

a. Values for the Fake Bad regression equation situated above the cut-off score of 66.00 and values for the Random vs. Fake equation below the cut-off score of 51.50;

FB = 50.31
RA = 57.19 ✓

b. T score below T 35 for Wb (Well-Being).

T(Wb) = 54.23 ✓

The qualitative indicators for fake bad are:

a. Scales tend to be situated below average;

Normal values ✓

b. Scales that are related to self-esteem and self-concept tend to be below average (Cf, To, v.3).

Normal values ✓

Random Answer

OFFERING RANDOM ANSWERS WITHOUT PAYING ATTENTION TO THE SIGNIFICANCE OF THE ITEMS.

The quantitative indicators for random answer are:

a. Values for Fake Bad regression equation situated above 66.00 and for the Random vs. Fake equation above the cut-off score of 51.50

FB = 50.31
RA = 57.19 ✓

b. T score for Cm (Communality) below T 35;

T(Cm) = 57.17 ✓

The qualitative indicators for random answer are:

a. Scales within a certain area have both very high and very decreased values (large differences between the scales of the same area);

Check the configuration ?

b. Examining the answer sheet reveals bizarre response patters, such as: aa-ff-aa-ff;

Check the response pattern ?

c. The total time of the evaluation is decreased (the respondent marks answers without reading the item).

Verify time needed for administration ?

d. A large number of missing answers due to either low reading abilities, low eduation or decreased General Mental Ability.

No missing answers ✓

The Interpretative Section

In this section is presented in detail the image / profile of the scores obtained by the evaluated person on each of the 26 individual measurements that are grouped in 5 categories:

a. Interaction with others

b. Personal management

c. Motivation and cognitive style

d. Personal characteristics

e. Work related evaluations

For each scale there is a graphical representation of the T score as well as general interpretative suggestions for high and low scores. The suggestions have a consultative role and cannot replace the complex interpretations formulated by the expert user.

DEALING WITH OTHERS

Dominance (Do): T = 53.42

Not assertive, uncomfortable in showing authority, hesitant in decision making, irresponsible behavior

0   10   20   30   40   50   60   70   80   90   100
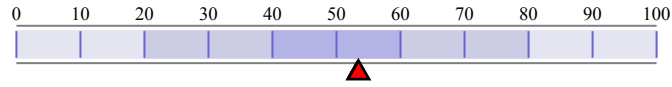
Likes to be responsible, self-confident, persuasive, task-oriented, dominant.

Capacity for Status (Cs): T = 52.57

Lacks self-confidence, does not like competition, does not take on major responsibilities or status, often feels that life is unfair.

0   10   20   30   40   50   60   70   80   90   100
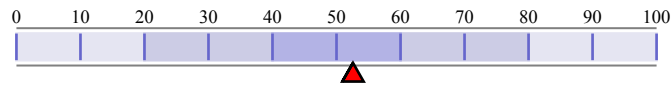
Ambitious, yearning for success, wanting a prosperous life, wide range of interests.

Sociability (Sy): T = 60.11

Not gregarious, prefers to stay in the background, feels uneasy in many social situations, avoids making decisions, keeps people at a distance.

0   10   20   30   40   50   60   70   80   90   100
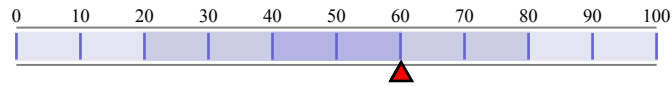
Highly sociable and drawn towards people, enjoys meeting new people and being in new situations, optimistic, socially competent.

Social Presence (Sp): T = 51.13

Cautious, does not seek attention, appears somewhat inhibited, and has a readiness to feel guilty.

0   10   20   30   40   50   60   70   80   90   100
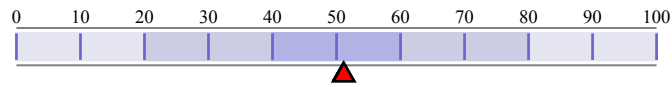
Seeks social attention and recognition, likes to play to an audience, spontaneous, witty, not easily embarrassed.

Self-Acceptance (Sa): T = 48.11

Blames self when things go wrong, often thinks others are better, has doubts about own ability, tends to withdraw from social contact.

0   10   20   30   40   50   60   70   80   90   100
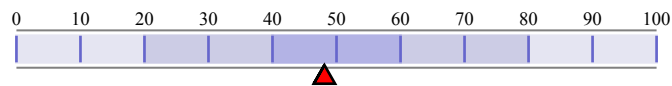
Confident, self-assured, presents self with conviction, likes to talk, projects high sense of own personal worth.

Independence (In): T = 54.30

Seeks support from others, defers to others, avoids taking a stand, and tends to give up when things go wrong.

0   10   20   30   40   50   60   70   80   90   100
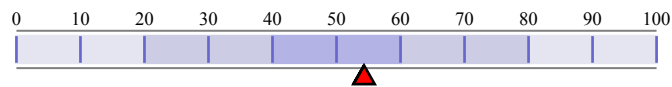
Has a strong sense of self-sufficiency, resourceful, keeps a certain distance between self and others, resolute.

Empathy (Em): T = 55.36

Not good at judging other people, somewhat withdrawn, uncomfortable with change and uncertainty, often feels misunderstood.

0   10   20   30   40   50   60   70   80   90   100
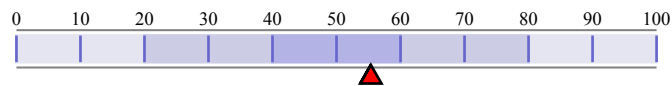
Likeable, understands the feelings of others, versatile, adventurous, has good social skills.

SELF-MANAGEMENT

Responsibility (Re): T = 58.19

Somewhat indifferent to duties and obligations, dislikes routine work, tends to be careless, often impatient.

0   10   20   30   40   50   60   70   80   90   100
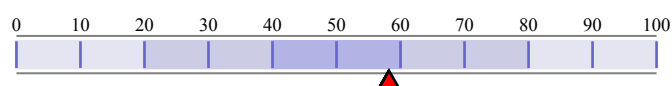
Conscientious, takes duties seriously, considerate of others, reliable, gets things done.

Socialization (So): T = 58.44

0   10   20   30   40   50   60   70   80   90   100

Not readily accepting of social rules and conventions, questions authority, tends to blame others when things go wrong, easily annoyed or irritated.
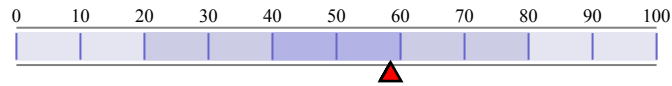
Comfortably accepts ordinary rules and conventions, finds it easy to conform, and favors traditional methods and ideas.

Self-Control (Sc): T = 56.83

0   10   20   30   40   50   60   70   80   90   100

Willing to take risks, has strong feelings and emotions, speaks out when angry or annoyed, may leap before looking.
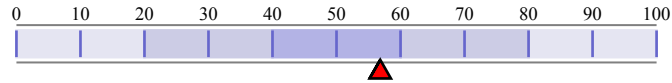
Pauses for thought before acting, tries to control emotions and temper, and takes pride in being self-disciplined, cautious.

Good Impression (Gi): T = 59.60

0   10   20   30   40   50   60   70   80   90   100

Not very much concerned about image presented to others, skeptical, frank, may be individualistic.
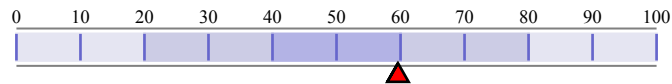
Careful to present a favorable image to others, deferential to those in authority, complies with rules of polite behavior.

Communality (Cm): T = 57.17

0   10   20   30   40   50   60   70   80   90   100

Has many unusual responses, personal preferences and ideas differ from those of others, may have answered the questions carelessly.
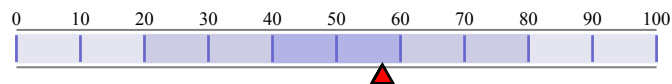
Has very few unusual responses, sees self as essentially similar to others, has a practical outlook.

Well-Being (Wb): T = 54.23

0   10   20   30   40   50   60   70   80   90   100

Not entirely comfortable in current situation, may be worried about health and personal problems, tends to be anxious, not optimistic about the future.
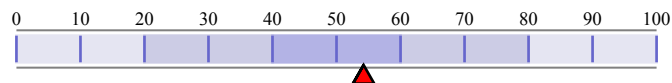
Generally satisfied with life situation, cheerful, feels self to be in good physical and emotional health, and feels competent to deal with life's demands.

Tolerance (To): T = 61.32

0   10   20   30   40   50   60   70   80   90   100

Tends to be critical of others beliefs and opinions, may appear self-centered and resentful of the good fortune of others, feels unappreciated.
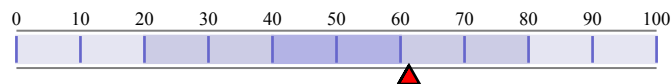
Open-minded, reasonable, respectful of the rights and beliefs of others, not biased or dogmatic.

MOTIVATIONS AND COGNITIVE STYLE

Achievement via Conformism (Ac): T = 55.12

0   10   20   30   40   50   60   70   80   90   100

Has difficulty doing best work in highly structured and regulated settings, does not like to conform, tends to be an underachiever.
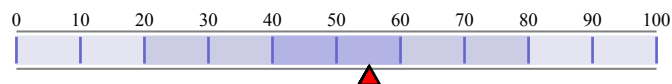
Strongly motivated to achieve particularly in clearly defined and structured settings, goal-oriented, has efficient work habits.

Achievement via Independence (Ai): T = 49.09

0   10   20   30   40   50   60   70   80   90   100

Has difficulty doing best work in situations that are vague and unstructured, wants others to specify goals and methods, has a low level of initiative.
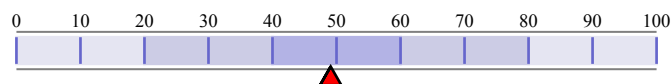
Strongly motivated to achieve, particularly in open and fluid situations, prefers work allowing for initiative and independent thinking, good at defining personal goals.

Conceptual Fluency (Cf): T = 51.85

0   10   20   30   40   50   60   70   80   90   100

Activity-oriented, prefers dealing with tangible matters rather than concepts or abstractions, lacks confidence in own ability, has limited interests.
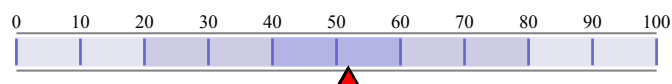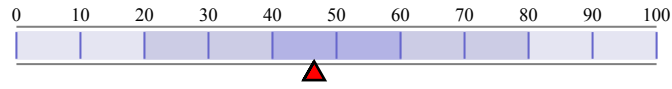
Comfortable and confident in handling intellectual and conceptual matters, verbally fluent, thinks ahead.

PERSONAL CHARACTERISTICS

### Insightfulness (Is): T = 46.51

Has difficulty predicting how others will feel and react, not very interested in the dynamics of behavior, looks more at what people do than at what they think.

0 10 20 30 40 50 60 70 80 90 100

Has analytic insight into people and their motivations, forms impressions quickly, not always warm or sympathetic.

Flexibility (Fx): T = 42.42

Prefers predictability and consistency, uncomfortable with ambiguity, programmed and planful, well-organized.

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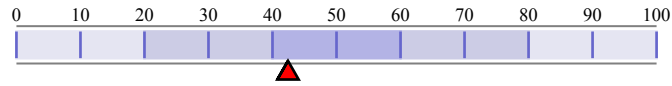
Likes change and variety, finds ordinary routine boring, quick-thinking and clever.

Sensitivity (Sn): T = 66.67

Tough-minded, action oriented, somewhat insensitive to others feelings, aggressive.

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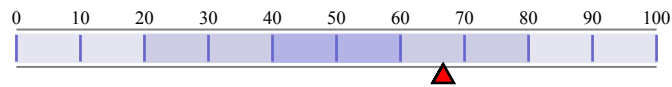
Sensitive to others feelings, tends to interpret events from a personal perspective, often feels vulnerable, has a strong need for affiliation.

# WORK RELATED MEASURES

Managerial Potential (Mp): T = 57.16

Not very ambitious, may be erratic in decision-making, puts own interests first, reacts defensively to criticism.

0 10 20 30 40 50 60 70 80 90 100
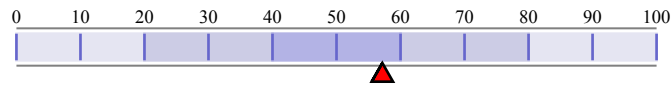
Deals effectively with people, shares credit with others, good at explaining decisions, has good judgment.

Work Orientation (Wo): T = 59.68

Restless, distractible, often careless, not a steady worker, has fluctuating moods.

0 10 20 30 40 50 60 70 80 90 100
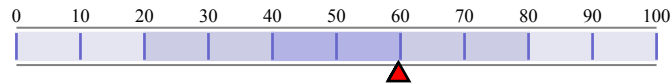
Reliable worker, readily accepts subordinate roles, not self-seeking, has modest aspirations, and seldom complains.

Creative Temperament (CT): T = 51.30

Prudent, avoids risk, prefers the traditional ways of doing things, dependable at work.

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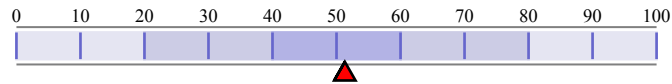
Likes what is new and different, thinks in unconventional ways, likes to think "outside the box", has a rapid personal tempo.

Leadership (Lp): T = 62.15

Avoids positions of leadership, low in persistence, doubts own competence, and has trouble dealing with stress.

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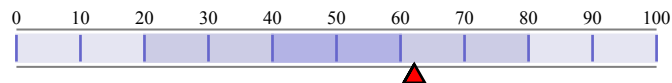
Has good leadership skills, likes to take positions of leadership, deals effectively with stress and pressure, forceful and self-assured.

Amicability (Ami): T = 65.39

Impatient, not tactful, questions the motives of others, easily annoyed, not a team worker.

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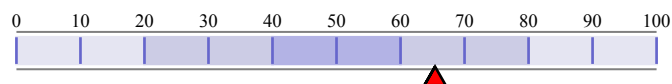
Cooperative, appreciative of others, not assertive or aggressive, tries hard to get along well with coworkers, not self-seeking or self-promoting.

Law Enforcement Orient. (Leo): T = 40.84

Sees law enforcement practices as too strict and severe, likes to take chances, tends to be nonconforming, somewhat pessimistic and dissatisfied.

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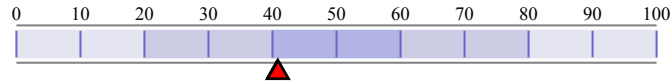
Supports firm and strict law enforcement practices, well-suited for work in the law enforcement field, evaluates problems from a practical and commonsense standpoint.
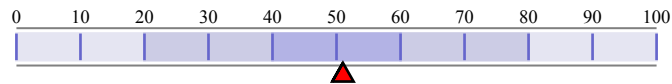
Hostility (Hos): T = 33.48

In a great shape for action, healthy and able to work.

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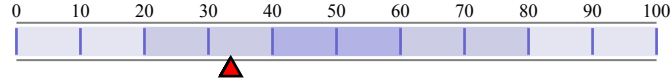
Hypochondriac tendencies, immaturity, often accuses in vain.

Fighter Factor (FF): T = 51.00

Relaxed, not agitated, preoccupied with own personal tranquility gives up easily when confronted, always on the defensive.

0 10 20 30 40 50 60 70 80 90 100

Ever in motion, fighting spirit, preoccupied by the desire to win, creates effective attack strategies.

Detailed Report Section

This detailed report includes information on the individual's perspective of life, on the way in which the person perceives herself or in which she compares self to others. The purpose of this report is to provide a precise and detailed image of the individual's personality traits, aiding the respondent and others to understand the personal preferences (thus assisting in personnel selection, training, career orientation and coaching).

The detailed report discusses the validity of the profile, the cuboid model and personal characteristics interpreted according to the obtained scores.

For each area there is a general presentation of the respondent's performance and afterwards an analysis of the scale scores is presented. The scores are grouped into five distinct interpretative categories: a. below 35 (very low), b. 35-45 (low or below average), c. 45-55 (average), d. 55-65 (high) and over 65 (very high).

The interpretation for each category is based on information from the technical and interpretative manual and also on research data derived from studies using the CPI. Nevertheless computer generated reports cannot replace the complex interpretation formulated by expert users. A complete and comprehensive interpretation should take into account scale intercorrelation and moderator effects.

PROTOCOL VALIDITY

The majority of people answer a questionnaire of this kind in a few certain ways. For example, the majority of people answer to almost everything or even to all items, very few items remain unanswered. To stay away from the general tendencies to answer means to influence the validity of the information and therefore the accuracy of the interpretation. For this reason, the first step in building this report is the certification of the answers provided by the respondent.

Most of the times the protocol is considered valid. The problems that may occur are generally the following:

- *Overly favorable self-portrait (fake good);*

- *Unduly critical self-presentation (fake bad);*

- *Too many atypical and possibly random responses (random answer).*

Statistical analyses run on the answers offered by the respondent have appreciated the pattern to be NORMAL.

CUBOID MODEL

The interpretation of the CPI 260-RO questionnaire begins with three fundamental approaches:

1. Orientation toward other persons and the interpersonal experience

2. Orientation toward rules and conventional values

3. Orientation toward the own feelings.

The fist two orientations are manifested in a behavior that is easily observable in the day-to-day life. The third one is related to one's own feelings of achievement and to one's level of satisfaction or content toward themselves. Each of these orientations are evaluated on a distinct scale.

The first scale assesses the person's manners of dealing with others, from the pleasure to have a social life, to be in the company of other persons, to have an active interpersonal style - on one pole, to the yearning for intimacy and to have a reserved and quiet social life - on the other pole.

The second scale assesses a continuum from rule-abiding to rule-challenging as a general mindset and behavior.

When computed together, the scores to the first two personality dimensions describe four ways of living, or four lifestyles. Generally, approximately 25% of the population may be included in one of the four manners of living.

IMPLEMENTATION LIFE STYLE (also called Alpha) which characterizes the persons that are interpersonally active and that accept the social norms by obeying them, agreeing with them. The persons that are characterized by this lifestyle take attitude, are very involved and don't hesitate to take action. They believe that the social rules are appropriate and must be respected. They are ambitious, objective-oriented, well organized and have strong leadership potential.

At the best case (high scores) they may be charismatic leaders and initiators of constructive efforts. At the worst case (low scores) they may be opportunistic, manipulative, hostile, and opposing to those that bend the rules.

SUPPORTIVE LIFE STYLE (also called Beta) includes persons who are reserved in their day-today behavior and act as supporters of social norms. The supportive persons are affective, conscientious, patient and well organized. They treasure and protect their personal feelings, avoiding public exposure and disclosures. Their role is to maintain traditional values and to humanize the manner in which the social rules are preserved.

At the best case (high scores) they may be models of inspiration, kindness, virtue and tolerance. At the worst case (low scores) they may live in denial of their own self, by lacking a realistic perception about their own person and self-confidence.

INNOVATIVE LIFE STYLE (also called Gamma) includes those persons who are interpersonally active but that also may perceive the flaws and absurdities of many things. They are imaginative and often very creative in their work. Their values are personal, not traditional or conventional.
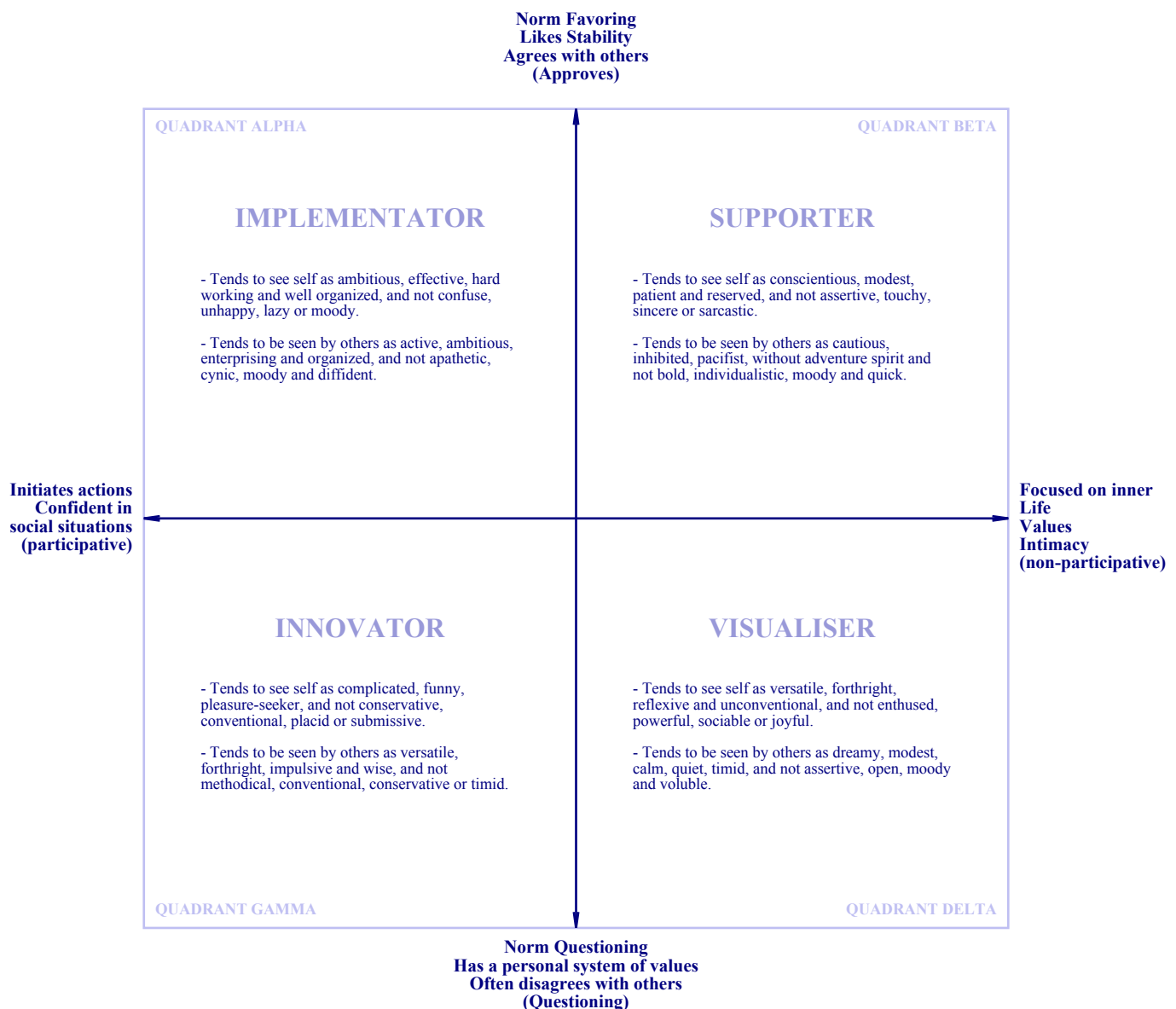
At the best case (high scores) they may be keen creators of new ideas, new products and new social norms. At the worst case (low scores) they may be rebel, intolerant, self-indulgent and disruptive.

VISIONARY LIFE STYLE (also called Delta) includes persons who value intimacy and that regard a great part of the social conventions as arbitrary and inappropriately restrictive. The persons characterized by this lifestyle are reflexive and nonconformist. They perceive things in a different manner than others, but keep these perspectives private. They are at their most comfortable in areas as art and abstract sciences.

At the best case (high scores) they are imaginative, receptive to aesthetic items, and have a rich inner life. At the worst case (low scores) they feel separated, alienated from others, and have inner conflicts.

The third scale explains the feelings toward one's own self, and the feelings of confidence or lack of confidence one has toward the abilities to cope with the problems or the opportunities encountered in life. This scale represents a measure of self-realization.

The third fundamental orientation is related to feeling fulfilled and self-realized. The persons obtaining low scores on this scale (level 1 and 2) are not content with their current life situation and are unhappy with their current status, feeling unfulfilled. Those people that score high on this scale (6-7) tend to live life fully and can cope effectively with the different demands and challenges of daily life.

Norm Favoring
Likes Stability
Agrees with others
(Approves)

QUADRANT ALPHA | QUADRANT BETA

IMPLEMENTATOR

- Tends to see self as ambitious, effective, hard working and well organized, and not confuse, unhappy, lazy or moody.

- Tends to be seen by others as active, ambitious, enterprising and organized, and not apathetic, cynic, moody and diffident.

SUPPORTER

- Tends to see self as conscientious, modest, patient and reserved, and not assertive, touchy, sincere or sarcastic.

- Tends to be seen by others as cautious, inhibited, pacifist, without adventure spirit and not bold, individualistic, moody and quick.

Initiates actions
Confident in
social situations
(participative)

Focused on inner
Life
Values
Intimacy
(non-participative)

INNOVATOR

- Tends to see self as complicated, funny, pleasure-seeker, and not conservative, conventional, placid or submissive.

- Tends to be seen by others as versatile, forthright, impulsive and wise, and not methodical, conventional, conservative or timid.

VISUALISER

- Tends to see self as versatile, forthright, reflexive and unconventional, and not enthused, powerful, sociable or joyful.

- Tends to be seen by others as dreamy, modest, calm, quiet, timid, and not assertive, open, moody and voluble.

QUADRANT GAMMA | QUADRANT DELTA

Norm Questioning
Has a personal system of values
Often disagrees with others
(Questioning)

The obtained score places the respondent in the **Beta Type** at an average level of integration **(Level 5).**

Beta individuals combine an introverted orientation with norm favoring attitudes. Betas placed at average integration levels are perceived as organized and patient individuals, who are detail oriented and who can deal with routine work. At the same time they exhibit self-doubt and tend to avoid making decisions, preferring a rather secondary role.

Below there is a brief description of characteristics typical for a Beta:

Tend to perceive self as:	*Circumspect, Conservative, Conventional, Patient, Calm.*
Potentially has the following qualities:	*Patient, Detail Orientation, Consciousness, Ethical Behavior.*
Potentially has the following defects:	*Conformism, Rigid, Low Self-Esteem, Hesitation.*
Can interact positively and constructively with:	*Alpha (high, medium, low), Delta (high, medium)*
Can interact negatively with:	*Gamma (high, medium, low), Delta (low)*
Excels in environments such as:	*Public Relations, Military Institutions, Control Departments*
Excels in activities and taks such as:	*Managerial Ethics, Building internal systems of rules and procedures.*

DEALING WITH OTHERS

The scales included in this area were built with the purpose of assessing the person's self-confidence, social ascendancy and also his or her capacity of dominating the social environment.

The scores obtained by the respondent at the scales from this area indicate the existence of a certain level of efficiency in social interactions, as the assessed person exhibits a relative trust when in social contexts or when speaking in front of an audience. All in all it can be considered that the respondent feels comfortable in the social and interpersonal environment. The consistency analysis indicates that the inter-scale variability is decreased and consequently in the respondent's case it is very difficult to pinpoint under-developed or strongly developed characteristics.

Dominance (Do)

John attained an average score at the Dominance scale, a score that is similar to that obtained by 50% of the individuals in the general population. Therefore it can be considered that those behaviors associated with high or low scores on this scale appear selectively in the respondent's activity and are mostly conditioned by circumstantial factors. Sometimes John can assume a leading position if he is sufficiently familiar with the social environment.

Capacity for Status (Cs)

The score obtained by John at this scale indicates that he exhibits a moderate level of ambition and that he has professional aspirations that are as intense as those of the vast majority of individuals in the general population. Therefore the dynamics of his involvement and of his ambition largely depend on his personal dispositions.

Sociability (Sy)

It appears that John integrates smoothly in new groups, constantly seeking social interaction. Moreover, John has a highly active social life and on a professional level he seeks peer interaction when solving a certain task. It can be considered that John finds it easy to cooperate and bond with new people.

Social Presence (Sp)

John exhibits social presence to an average extent. From this perspective it can be considered that neither does John feel the need of interacting with others, nor does he seek social isolation.

Self-Acceptance (Sa)

John exhibits a moderate level of self-acceptance. His trust in his own capacities varies in different settings, depending primarily from the feedback he receives from the social environment. If the feedback is positive, John might be more motivated, if he is criticized John might become discouraged and tempted to abandon that specific activity.

Independence (In)

John's independence seems to be developed to an average extent, similar to that encountered in two thirds of the adult population. Thus it can be assumed that John will express his opinions and will exhibit initiative according to situational factors. When the atmosphere of the group is favorable he will openly share his ideas and opinions with others, being able to exhibit initiative, otherwise John will try to adhere to the general opinion of the group, not wanting to be rejected.

Empathy (Em)

John integrates easily in the social environment, being considered a warm and empatic individual, who is capable of understanding others from an emotional perspective. Most of the times John pays attention to the emotional aspects and is careful not to hurt others. Friends generally perceive him as a friendly and gentle person who is easy to have around.

SELF-MANAGEMENT

The scales included in this area were built with the purpose of assessing the individual's dutifulness, his system of values as well as his degree of maturity exhibited by the respondent.

The scores obtained by the respondent at the scales in this area seem to orbit around average values. This indicates that the respondent managed to integrate the social system of rules and norms to an average extent, the respondent's attitudes towards rules and norms varying according to different contexts and to personal preferences. The consistency analysis indicates that the inter-scale variability is decreased and consequently in the respondent's case it is very difficult to pinpoint under-developed or strongly developed characteristics.

Responsibility (Re)

John tends to be a conscientious, disciplined and stable individual, who adheres to the rules and norms that are considered dominant in his culture. Other people tend to rely on him because he exhibits behavioral stability and predictability. Generally John makes decisions relying on clear principles

Socialization (So)

John adheres to the traditional system of norms and rules and consequently he upholds ethical standards of behavior, being perceived as an honest and fair individual. Most of the times the respondent exhibits classical and traditional view on many topics.

Self-Control (Sc)

John can be described as a relatively disciplined and stable individual, who focuses on details and who likes to anticipate different courses of action. Due to the fact that he controls his behavior John has the capacity of adapting to different types of settings. From a managerial perspective John is more focused on stabilizing and on increasing performance rather than on organizational change.

Good Impression (Gi)

John appears to be highly oriented towards socially desirable or socially acceptable behaviors, tending to underline his qualities. At the same time he appears to be easy to have around due to his polite, peaceful and flexible behavior. It can be considered that he cares about others' opinions thus finding it easy to fit into different social settings or in different groups.

Communality (Cm)

John perceives himself as being similar to most of the individuals in the general population, making decisions and adjusting his behavior according to general norms and rules. Thus it can be considered that he adheres to behaviors specific to modesty and honesty.

Well-Being (Wb)

John exhibits an average degree of personal well-being, feeling as content with his current life situation as the average person in the general population. Generally John approaches problems with enthisiasm and energy, but might be easily discouraged when facing major difficulties or obstacles. Like many other people John sometimes might experience the need to withdraw and might have a pessimistic view.

Tolerance (To)

The score obtained by John at the tolerance scale describes him as an open individual who does not operate with a rigid system of values. Due to his openness John finds it easy to gain others' trust. At the same time John seems to be very skilled in mediating conflicts being perceived as a diplomat. Moreover it can be said that he has the capacity of accepting interpersonal differences approaching each individual differently.

MOTIVATIONS AND COGNITIVE STYLE

The scales of this area were built to assess the instrumental and intellectual style as well as the behaviors associated with obtaining performance in different areas of activities.

The respondent appears to be strongly oriented towards attaining performance. Moreover the evaluated person is able to assume important responsibilities and objectives, in both concrete and abstract lines of work and activity, at the same time being able to invest a lot of effort in order to get the job done. The consistency analysis indicates that the inter-scale variability is decreased and consequently in the respondent's case it is very difficult to pinpoint under-developed or strongly developed characteristics.

Achievement via Conformism (Ac)

The score obtained by John at the Achievement via Conformism scale indicates that he has a relatively high inclination towards following the rules and procedures specific to a certain system. Moreover it can be considered that John manages to organize his work and he prefers to focus on clear objectives. When the respondent encounters a difficult situation he tries to overcome it by working in a sustained and constant manner.

Achievement via Independence (Ai)

John obtained an average score at the Achievement via Independence scale. Thus it can be considered that John is able to exhibit autonomy and independence in certain tasks or for short or medium periods. Solving those complex tasks that imply different approaches does not represent a constant behavior in John's activity.

Conceptual Fluency (Cf)

John seems to be capable of using his cognitive potential to an average extent, like most of the people in the general population. John seems to be moderately prepared to handle either intellectual or practical aspects, having at the same time a certain flexibility of dealing with either types of contents.

PERSONAL CHARACTERISTICS

The scales of this area were built to assess the individual's adherence to the traditional role prescriptions as well certain dimensions related to personal style and the way in which the respondent perceives and interprets others' behavior.

The significance of the scales belonging to this area is not compact one, but rather composite. The scores obtained by the individual at the scales in this area appear to be high. This suggests that John exhibits an analytical attitude as well as receptivity to subtle social cues. Moreover the respondent exhibits a curiosity in intellectual fields as well as a relatively high sensitivity to emotions and aesthetics. Nevertheless the scales of this area seem to vary significantly, thus different developed or under-developed characteristics are easily identifiable.

Insightfulness (Is)

John appears to have a moderate level of psychological intuition. This indicates that he will be able to decode the motivational dynamics behind human behavior to an average degree of depth. When dealing with familiar people or contexts, John will exhibit a more complete and thorough understanding, but obviously he will find it harder to deal with unfamiliar settings or persons.

Flexibility (Fx)

With regard to Flexibility, John can be better described in terms of stability and of behavioral consistency. Thus John appears to exhibit a coherent behavior across different settings, liking to have a certain behavioral consistency across situations. John appears to plan his behavior, avoiding unexpected situations for which he does not have a plan of action or a pre-formulated strategy. His degree of comfort with changes appears to be quite decreased, the respondent tending to be overwhelmed by changes in routine or by surprises.

Sensitivity (Sn)

The score obtained by the respondent at this scale appears to be high. This indicates that John experiences strong affiliative needs wanting to get along with his group of reference at all times. As he can be described as a sensitive individual John can be highly sensitive to critiques and also easy to hurt by others. His interests are centered on artistic and aesthetic areas. Many times John tends to interpret things in a very personal manner, being involved from an emotional perspective even in the most common situations.

WORK RELATED MEASURES

The scales in this area evaluate the individuals work related preferences. The scales that belong to this area have a composite significance assessing dimensions such as managerial potential, creativity, or ambition to achieve. Some of the scales from this area have a role in analyzing protocol validity.

The scores obtained by the individual at the scales within this area appear to be high. This indicates that the evaluated person feels comfortable with different organizational structures, wanting to invest his creativity, effort and resources in the organizational environment. Nevertheless the scales of this area seem to vary significantly, thus different developed or under-developed characteristics are easily identifiable.

Managerial Potential (Mp)

John appears to have a relatively high managerial potential, being effective in handling resources and in coordinating activities. It can be considered that John focuses on clearly defined goals, organizing his time and resources effectively. A person with a high score on this scale finds it easy to integrate in different organizational structures and has access to higher positions.

Work Orientation (Wo)

The score obtained by John at the Work orientation scale indicates that he has a disciplined and stable attitude regarding work. John prefers to finish his tasks on time and tends to become self-realized within the organization as he usually integrates the values of the organization.

Creative Temperament (CT)

With regard to creativity John exhibits an average orientation. When approaching different tasks John combines creativity and conventional approaches, as well as heuristics with algorithmic. It is possible that John's creativity is related to highly specific areas of work or of interest.

Leadership (Lp)

John can be described as an optimistic and full of energy person who has high level of self-esteem, being capable at the same time to obtain the group's cooperation. John deals effectively with stress and pressures, managing to mobilize the team's efforts. The respondent is effective at coordinating teams and he also exhibits a high level of initiative. At the same time John interprets critiques in a constructive manner and he is not easily discouraged.

Amicability (Ami)

The score obtained by John at the Amiability scale indicates that the respondent respects others and treats them with consideration. Thus John has the potential of establishing close and warm relationships expressing interpersonal warmth. John exhibits patience when dealing with others avoiding to be critical and to emphasize cooperation and mutual understanding.

Law Enforcement Orient. (Leo)

John seems to have a relatively strong orientation to question the rules as well as the authority. It can be considered that he enjoys assuming risks and thus is perceived as an unconventional and rebellious person. John makes decisions and guides his behavior according to his own preferences. Sometimes the respondent might exhibit cynical attitudes and he might be easily annoyed.

Hostility (Hos)

The coping strategies used by John appear to be effective. Most probably the respondent relies on an internal locus of control, being able to deal effectively with interpersonally or personally difficult situations. In the interpersonal environment John is perceived as a relaxed and activity focused person who conveys positive emotions.

Fighter Factor (FF)

With regard to the individual's willingness to fight and invest effort in achieving his objectives, it appears to be average. John will be capable of investing his resources and efforts if he considers the objective to be very important.