



CB Personality Profiler

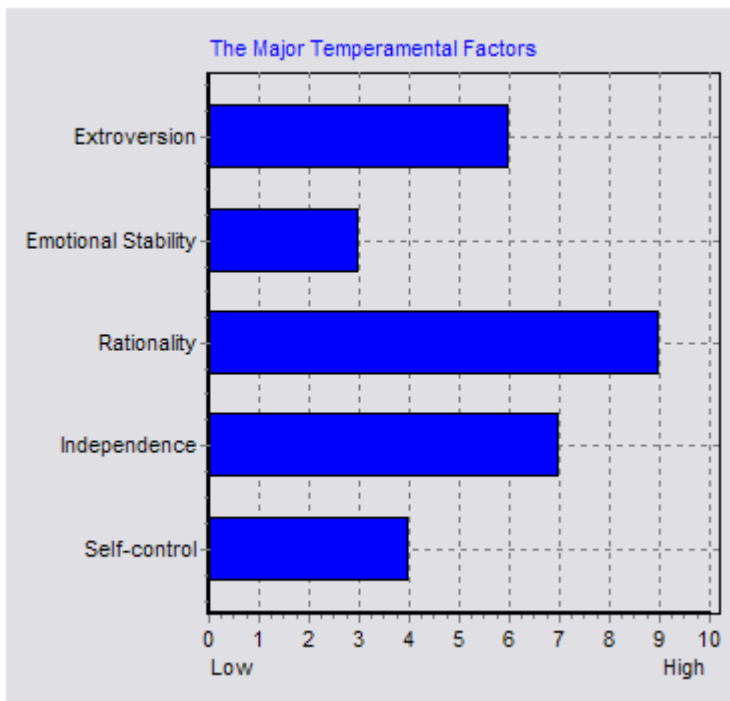
Vocational Report (Sample, A - 29-12-97)

WARNING 3

These results may be contaminated due to this subject having responded randomly to the items.

VOCATIONAL PERSONALITY

What follows is a discussion on the major temperamental factors which influence both choice and satisfaction in various occupations. They should be considered as background information in the assessment of success in any work environment.



Introversion versus extroversion

Overall, Ms Sample is neither particularly drawn toward mixing with others nor toward avoiding such interaction and it is possible that she is comfortable working both in a group and alone as the situation demands. Despite this, she may be rather cold, precise and objective in her outlook on life and may prefer to work alone where she can keep her ideas to herself. She will not really perform well in situations where warm attention to others is required. Consistently, she is rather suspicious of others and may prefer reduced contact out of a need to be protected from the troubles which other people can bring to her. While neither silent and introspective nor particularly talkative, she will show some degree of caution in her interactions with other people. This sense of caution could inhibit her interaction with others at times. Consistently, she may appear a little shy and restrained with others and could have some difficulty interacting with strangers in a natural way. It is unlikely, however, that this is enough to cause much concern. While not particularly dependent on others for social approval, she may prefer to be part of a group and to show some resistance to working alone. This may be on a take-it-or-leave-it basis which may nevertheless have little influence on her work. Lastly, she is rather assertive and, despite some ability to get on with others, will sometimes confront those who cross her with some aggression. Furthermore, she has enough assertiveness to emerge as a leader in a group situation at times.

Rationality versus emotionality

As she will be inclined to approach the world in a highly rational and detached manner, emotions or feelings will not really be permitted to influence her judgements. This points strongly toward occupations where "hard" facts are of primary importance. Consistently, she may prefer a detached and objective approach to things and probably would prefer not to work with vague or unclear ideas. This suggests a somewhat critical approach to other people's work and a focus on them getting things right. Furthermore, tending to be at least slightly impulsive and alert, her may have the capacity to discuss decisions rather than to attempt to make them without other people's input. This may be inconsistent with her otherwise highly pragmatic approach. Somewhat inclined to be cynical and self-reliant, she may reject the ideas of others in favour of her perception of reality on which she will act. Furthermore, she may not always

perform well in a team as she could resent any interference or criticism. Lastly, she is intensely "down-to-earth" and will avoid far-fetched ideas, preferring to replace them with practical realities. This represents steadiness in the temperament and a person who can be relied upon for accurate judgement of situations.

Internal versus external locus of control

When confronted with choices or decisions, she may tend to rely more heavily on her own resources and only occasionally to require support from others. This is indicative of a tendency toward an internal orientation. Consistently, she will tend to be assertive and somewhat unconventional in her approach to work. She will probably defend her right to independence quite aggressively if this is threatened. Secondly, she may appear to reject social or group standards to some degree in favour of her own. While consistent here, it may suggest either a set of values which is unconventional or an inability to accept social values for some reason. Furthermore, as she shows average social restraint, she may be able to act independently under some circumstances although this may be limited to circumstances which she considers to be safe. This is still somewhat inconsistent in this context. She is inclined toward a more experimenting and analytical approach to work and will not be inclined to accept things just because "this is the way they have always been done". This also implies a willingness to change established thinking. Lastly, while somewhat independent of group support, she appears to need to "belong" from time to time. This may be done in a way which protects her individuality yet allows her affiliation needs to be satisfied.

IDENTIFIABLE WORK RELATED PREFERENCES

In terms of the basic work-related personality constructs which have been discussed so far, it is possible to infer the general preferences which emerge. None of the scales, however, showed significant influence in this case.

RESPONSE TO TRAINING

Both formal class-room training and on-the-job training are usually available to people at work. These require different temperamental characteristics which are examined here.

The combination of factors which point to the success of on-the-job training is average in this profile and may require further examination. She may have slight difficulty with intellectually taxing tasks and may not always be able to integrate information presented in a somewhat informal way. This may be due to inner tensions present at the time of testing. Being slightly inclined toward caution and a certain carefulness, she may not be all that ideally suited to this type of training and may benefit more from intensive classroom training. What is more, a relatively low level of self-discipline is likely to complicate on-the-job training leading to poor results. Lastly, she is probably rather too careless and uncontrolled to benefit from training in an unstructured environment.

She will possibly have difficulty coping with formal training owing to a number of factors, some of which are discussed here. While she has an average ability to deal with intellectually demanding tasks, she may have some difficulty coping with formal training. Furthermore, she is much too down-to-earth to remain all that attentive in an academic environment, yet this does suggest an earnest dependability. While she is not without a degree of resourcefulness, this may not be sufficient to warrant predicting success in formal training where this is required.

Concentration ability

Because of a relatively high degree of tension in her current makeup, she may experience some difficulties with concentration due to the presence of anxiety. She is not really a worried type of person but may be inclined to become perturbed at times. Although not an entirely reliable measure of intellectual ability, there is reason to believe that she will cope adequately with abstract reasoning. Furthermore, she will deal with new information in a somewhat slow and cautious way and will have to think about it before internalising it.

She will be somewhat unreliable in completing tasks and may occasionally deliver sub-standard work. Because of her apparent reliance on logic, she will be inclined to stick to facts in discussions and will tend to reject theoretical discussions in a cynical way.

Group participation

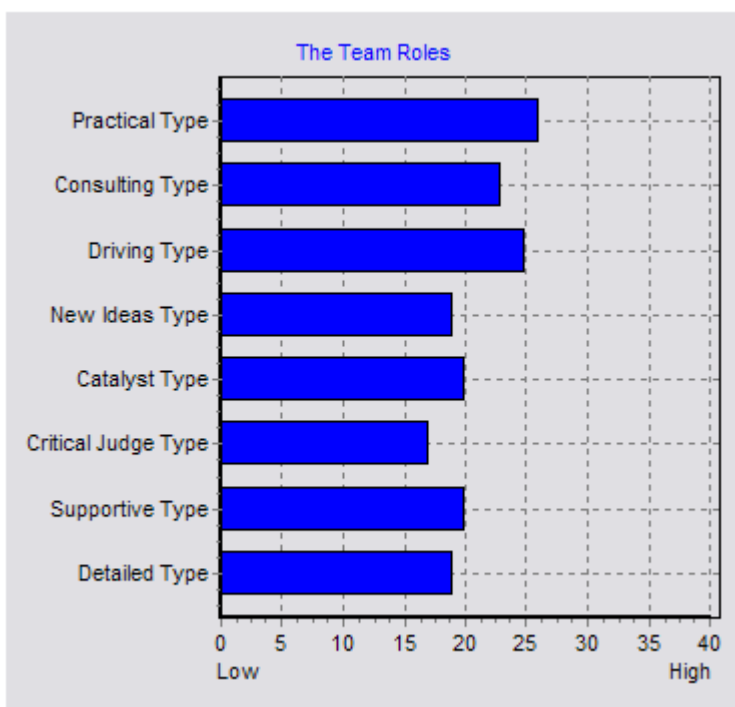
Being rather cold and withdrawn, she will sometimes be inclined not to participate in discussions about things and will prefer to present her point of view in a rather cold and objective way and to stick to it. While she will not have difficulty presenting her ideas in a group, she will be most comfortable staying on safe ground. She will experience initial difficulties with a group due to shyness although this should be overcome once familiarity with the group has been established. While she is rather genuine and happy to be part of a group, she somewhat lacks self insight and will occasionally make social blunders. Lacking somewhat in self-confidence, she will have a need for approval from the group and the training staff. This may lead to despondency if she feels rejected for any reason. While she may be able to work alone, it is unlikely that this will be satisfying to her which may lead to her disturbing others rather too frequently. In conclusion, she is an assertive individual who may be inclined to dominate group discussions and who will rarely allow undiscussed matters to be dropped.

General Comments

She is perhaps rather uncontrolled and careless of rules and regulations. In a training environment this may translate as late arrivals and shoddy work. She will not handle flexible situations very well and will require a fair degree of structure in order to cope well. She is most at home with practical situations and relatively hard facts. Theory and speculation are likely to make her uncomfortable.

TEAM ROLE PREDICTIONS

The following scales indicate behaviour which this person is likely to exhibit when in a team functioning situation. These scales are composites of 16PF primaries which loosely approximate the Belbin scales.



PRIMARY ROLE

The Practical Type

This is someone whose working style would often revolve around the process of turning ideas that come from the team or individuals within the team into practical, workable and well-organised outcomes. She is likely to show practical common sense and reliability, and to be hardworking in a 'straight-ahead' kind of way. However, she may be somewhat conservative, suspicious of new ideas, and not too flexible. She may be impatient, too, of theoretical concepts.

INVENTIVENESS AND CREATIVITY

She shows an average capacity for inventive creativity but may tend to follow the tried and tested methods of doing things some of the time rather than seeking new approaches or methods. This is accompanied by an average need to belong to a group and a tendency to reflect their thinking. A somewhat cool, critical approach to life is ideal for creativity as little outside interference is tolerated, potentially resulting in clear, but innovative, thinking. At the same time, showing an average degree of introspection, she may be somewhat innovative and will be sufficiently expressive to try out her ideas. This may well prove to be ideal. Any creative or innovative ideas which she produces are sure to be based on a very logical and objective analysis of the situation in which they are to be applied. This suggests that they will be very effective.

INTERACTION MOTIVATION PATTERNS

Research has revealed three major interactional styles found in people at work. Here we examine this profile in relation to these basic motivations for interaction.

While she appears to need to be helpful to others to some degree in her ideal job, this is not really a source of motivation for her.

While not particularly motivated by being in control or competing with others, she may find satisfaction in this to some degree if it means getting a job done in a satisfactory way. As a rather aggressive person, rivals will be rather effectively disposed of. She will tend to force her thinking on other people. Being a little restrained while willing to take risks suggests a careful aspect to her leadership. It is unlikely that she will take extreme risks and this could be very successful. Being at least somewhat emotionally stable, she will tend to be able to contain frustrations under most circumstances.

While she is slightly motivated by having to complete tasks on her own, this is not strong enough to suggest that this is a preference. It is more likely that she will prefer limited, unstructured supervision.

INTEGRITY

The factors which point towards integrity combine to suggest that Ms Sample is very honest in her dealings with other people and represents little risk if employed in a situation where the possibility of theft is high.

HOLLAND INTEREST PATTERNS

Reasonable correlations exist between the Holland Interest scores and temperament, which allows them to be

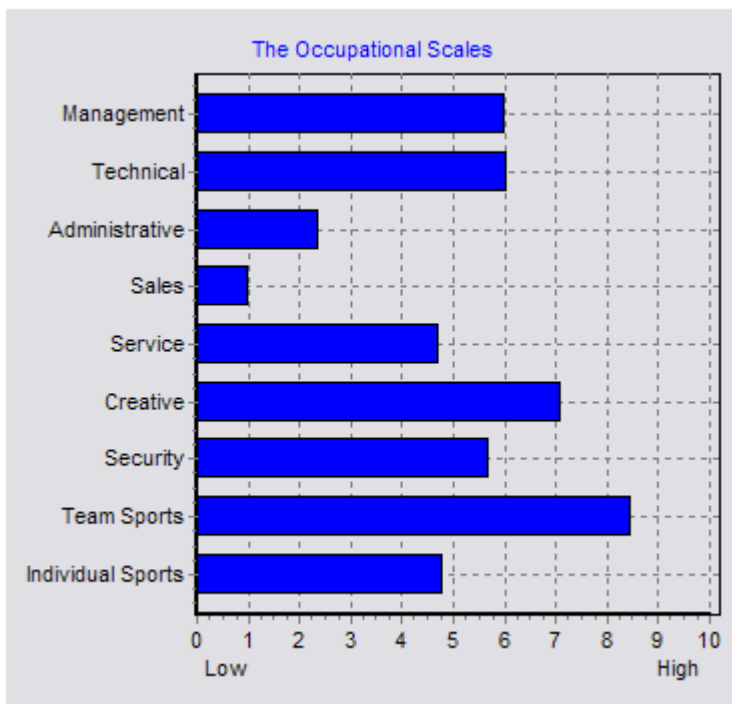
predicted from this profile. If there is evidence of emotional instability, these predictions may be inaccurate and should be viewed with suspicion.

Realistic (Mechanical-Operative)

This points to a preference for work which involves a strong focus on the use of machines, tools or devices of some sort. Such jobs are often of a highly technical nature and require an ordered and systematic approach and methodology.

OCCUPATIONAL SCALES

The following scales are derived from the standard vocational scales included in the Handbook for the 16PF. The scores reported are based on the calculations which Cattell suggests and have a maximum value of ten. The discussion which follows merely indicates the contribution which the various participant scales make to the score. This may be confusing as the scales are not equally weighted and this may lead to a high score but an apparent preponderance of negative comments. This is because a highly important scale may have a high score while the other contributing factors are low. These discussions are for use in interviewing candidates on the basis of the report and are still valid for this purpose.



Management ability

Sten: 6

While she possesses some of the attributes necessary for a manager, there is possibly a need for fairly extensive training before she will be successful. This position is due to the following factors.

- She tends to lack the interpersonal ability required to build the successful working relationships which are so vital to a management role.
- While she shows some ability to analyse problems and situations in order to make good decisions, she may be inclined to sideline these decisions in favour of those which lack a great degree of insight.
- She will tend to think things through carefully and yet be able to take risks when these are required. This may be ideal for a manager because it suggests the ability to be light and enthusiastic when this is required.
- Being rather rational and tough, she will tend to make successful decisions based on facts. However, her willingness to deal with other's personal issues will suffer as a result of her lack of empathy.
- Significantly, she tends to lack self-confidence and may become apprehensive at times. This is found to be successful in managers because it suggests a cautious and careful planned approach.

Technical occupations

Sten: 6

While she may perform adequately as a technician or in manufacturing, she lacks some vital elements required for this type of work. The points which follow will clarify this.

- She may be prone to environmental distractions which will detract from the careful precision which is required in technical work and may lead to mistakes which can be life threatening.
- While she is not entirely lacking in intellectual problem-solving, she may still experience some difficulty coming to terms with the theoretical aspects of a technical field.
- Tending to be somewhat apprehensive, her problem solving abilities are likely to be impaired to some degree by a worrying self-doubt which will adversely affect her overall performance in such a post.
- She tends to be rather tense and, while this is not out of place in technical staff, she may tend to become jittery at times which will adversely affect her performance. Yet, this suggests that she will be alert to danger and be careful.
- Tending to be something of an advocate for change, she is likely to reject traditional methods and be on the look-out for new ways to solve problems. This is not found to be particularly successful in technicians of various types.

Clerical or Administrative occupations

Sten: 2

She lacks the required temperamental factors to succeed or to be satisfied by a clerical or administrative type of work. This is explained by the following.

- With an average ability to be expressive and heedless, success in an administrative post is somewhat less likely as she may lack the required degree of absolute care and precision.
- What is more, she may lack the dependability required of an administrator and may tend to disregard the rules and her obligations to others rather too often.
- Tending to lack imagination, she will tend to accept routine without too much argument. At the same time, she will tend to be very practical and be able to organise things in a straightforward manner.
- Lastly, she appears to be somewhat unconventional and will tend to question established methods if she can see other, more effective ways of doing things. This is likely to be counter-productive in an environment where established routine is critical.

Sales related occupations

Sten: 1

She is deficient in one or more of the aspects which are shown to be important in the profile of a successful sales person. This is clarified in what follows.

- She is rather tense and driven and, while she may become stressed when pressure is applied, will tend to operate well and do what is required to succeed.
- She tends to be an assertive person who is somewhat driven by the admiration of others. This is consistent with the profiles of successful sales personnel and suggests a need to influence other people's behaviour in some way.
- She tends to lack the consistent dependability which clients expect in a salesperson and may give up on deals too quickly when resistance is encountered. She may also somewhat lack the persistence required to close deals.
- Furthermore, being highly practical and down-to-earth, she will be able to react to the needs of clients at an almost unconscious level. This is one of the hallmarks of success as she will have the ability to anticipate needs.
- She will tend to be too experimenting and analytical to sell successfully. This could detract from her interest in a sales position.

Service occupations

Sten: 5

She is average in respect of many of the features required by service or counselling personnel. These are discussed in more detail below.

- While she will be neither particularly introspective nor expressive, she has a degree of concern for others which is required by this type of work and may be able to form a sufficiently deep relationship to be rather successful.
- Furthermore, she may lack the degree of warmth and approachability required in forming helping relationships. She may be too cynical and detached.

- While she has sufficient social self-assurance to inspire confidence in others, she may find it difficult to maintain the level of public contact required in the supportive occupations.
- She tends to be quite cautious and will tend not to miss important cues in what people tell her. This is ideal in helping professions where investigation forms a necessary part of what they do.

Creative or artistic occupations

Sten: 7

She appears to be rather well suited to an artistic or creative type of job.

- She is rather disinclined to work with other people and tends to remain cool, aloof and caught up in her own ideas and thoughts. This may be the ideal situation for a creative occupation where independent thought is critical.
- While she is sometimes introspective, she will also be expressive and happy-go-lucky. Yet, this also implies some level of restraint and inhibition of verbal expression which may yet be successful here.
- She may be a little too expressively restricted to produce creative ideas although this may be overcome with development.
- Lastly, because she would probably prefer to remain unsentimental and factual, she will tend to treat artistic or creative pursuits as odd and prefer to engage in more logical or objective pursuits.
- In fact, she is rather unlikely to place any importance on conformity or set firm standards for her own performance valuing originality above correctness.

Security or police related occupations

Sten: 6

While she shows some of the characteristics related to police or security work, these are only average to the population.

- She tends to have the required assertive personality for police or security work and will have few difficulties in controlling the behaviour of others.
- She may lack the necessary degree of caution to survive in this type of work as she may take unnecessary risks. Yet, this implies a balance between caution and heedlessness and may prove successful where interaction with the public is an issue.
- Furthermore, she is fairly exacting and unsentimental and will prefer to stick to hard facts rather than to intuition.
- In fact, while she is slightly threat-sensitive, she also has the ability to tolerate danger to some degree. It is likely that she will perform adequately in some security positions.
- Lastly, she is rather suspicious of others without taking this to the level of paranoia. It is likely that this vigilant attitude could be ideal for this type of work but will possibly cause her to act over suspiciously.

Sports related occupations

Team related

Sten: 8

A fairly good ability to excel at team sports is predicted here. By way of explanation, the following is presented.

- She shows an average emotional stability and may tend to worry about games and be a little too emotional to perform well.
- While probably sufficiently communicative to function in a team, she may be too cautious and concerned to perform well in a team sport.
- She will show an adequate degree of assertiveness and will be rather driven by the admiration of the crowd and her teammates.
- Furthermore, she may be a little too insightful and analytical to perform well in a team, occasionally preferring to follow her own thinking rather than that of the captain. Yet, her insight may be useful to the team as a whole.

Individual

Sten: 5

She shows some of the characteristics which are required for success in individual sports.

- While she is somewhat emotionally stable, it is doubtful whether she will be able to maintain the self-disciplined training required.
- Furthermore, she will tend to lack the determined perseverance required for such a sport and will tend to give up too easily when things get difficult.
- She will tend to be driven by the approval of others and, while this may be a sign of emotional lability, she will nevertheless maintain a strict training schedule.
- What is more, she is rather uncompromising and unsentimental and will tend to push herself very hard which is found to be desirable in this type of sport.
- Yet, she will be too realistic to be able to dream of succeeding and thus never really try very hard.

SPECIAL COUNSELLING CONSIDERATIONS

The following high-order abstractions are included for completeness and may be of value in framing vocational counselling with this person.

Error and Accident Proneness

In general, she will usually be free from mishaps and accidents although these may occur from time to time.

General Emotional Adjustment

In overview, she shows an average degree of emotional adjustment which indicates few real problems although some dips in mood may occur from time to time. This is not extreme enough, however, to warrant any great concern but should be monitored.

Impulsivity

Despite an average overall ability to tolerate frustration, it may be problematic for her when it occurs at work under some circumstances. It has already been pointed out that she is of average emotional stability and may react to stress in a somewhat inappropriate way. Furthermore, when frustration strikes, she may be inclined to give up on whatever she is doing rather than to apply sustained effort to overcome the difficulties. With a relatively strong tendency to be dogmatic, she will try to blame others for frustrations when they occur and will insist that they take responsibility for these. This may serve to detract from problem-solving when confrontation occurs. She will remain alert to the requirements of the job and will try to overcome difficulties in a rational and calm way. The application of logic to such a situation is her major strength.

Medical Risk Assessment

With an elevated overall anxiety score, the possibility of anxiety-related disorders having a quite serious influence on her life begins to emerge. Furthermore, she appears to be more affected by external stressors rather than by inner conflicts. This suggests an ability to deal with stress by externalising it, yet it also points to a certain irritation toward other people. Her somewhat elevated anxiety pattern is suggestive of a nervous, fidgety disposition which points to a feeling of being driven by accompanying "adrenaline" symptoms such as insomnia or headaches. Secondly, tending to be rather dogmatic and jealous, she may feel unreasonably deprived and may experience a need to "get back" at others who have "wronged" her. This suggests a brooding, angry person who feels unfairly treated by life. Thirdly, she shows an average ability to deal with her feelings and this may represent some strength in this otherwise anxious person.

Generally, it is rather unlikely that she will cope with stress very well and will be at least somewhat prone to emotional exhaustion when things get tough. Yet, she is rather unlikely to show her feelings and will tend to maintain a hard exterior most of the time. Again suggestive of denial, she may simply ignore her own stressful feelings and get on with what she is doing regardless.

The combination of factors which customarily suggest suicidal tendencies is average in this profile. This suggests some ability to speak to others about difficulties and perhaps sufficient personal drive to do something about them.

In the final analysis, Ms Sample presents with a low medical risk and, apart from seasonal disorders (colds and flu), should present with few problems. At another level of analysis, her relatively strong "type A" rating suggests a fairly high risk of cardiac disorder or stress related illnesses.

In Overview...

The following features bear closer examination in the context of an interview:

*This tough and abrupt individual will appear devoid of emotions.
This person could have difficulties learning new things.*

