



## EXECUTIVE SUMMARY

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# INTRODUCTION

## PURPOSE

This report has a very clear purpose. It presents a highly contracted overview of this respondent's Cattellian Personality Profile. It is not a polite report and unlike the other reports makes no attempt to couch the findings in pallative language. It is clearly not intended to be read by respondents and, if there are aspects that may have a negative impact on his or her work life, these will be stated as brutal truths. If an area is a possible source of concern, it will be stated.

It provides the bare bones of our analysis of the individual's temperament without much explanation or theoretical background and is ideal for executives because it naturally cuts to the bottom line. Furthermore, to maintain some level of ethical correctness, interview questions will be provided so that the assertions can be verified and confirmed with the respondent. No test can claim to be totally accurate and not all respondents answer questionnaires totally honestly.

The seven principal personality scales used here are tailored for business and highlight major features significant in selecting individuals for particular roles. Consistent with this, the interview items use the CBR technique (Context-Behaviour-Result) which is performance focussed and seeks to assess past behaviour in specific contexts.

Finally, the CBR items supplied for interview verification are based on a training system we built in 1992 to ensure competence as the prime goal of employment. The questions are in three parts. In the first, a Context is established. The next calls for the respondent to say what they did - it must be actual Behaviour. Lastly, let them assess the success of the behaviour - the Result. It keeps the interview in the domain of actual past behaviour.

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### OVERVIEW

The Seven Cardinal Factors\*

### CLUSTER 1

EMOTIONAL STABILITY

The foundation of Resilience\*

### CLUSTER 2

RELATIONAL STABILITY

Forming working relationships

### CLUSTER 3

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Keeping it together on track\*

### CLUSTER 4

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Getting compliance from others\*

### CLUSTER 5

TOUGHNESS

Realistic focus on the actual

### CLUSTER 6

INTELLECT AND IDEATION

Reasonable mental projection\*

### CLUSTER 7

INDEPENDENCE AND INTEGRITY

To group-think or not to group-think...

# OVERVIEW

BUSINESS PROFILE										
Unstable										Stable
Unsociable										Sociable
Unreliable										Compliant
Submissive										Assertive
Imaginative										Realistic
Concrete										Abstract
	1	2	3	4	5	6	7	8	9	10

## STEADINESS

This indicates a certain degree of emotional steadiness and a tendency to be stable, calmly responsive, confident and relaxed.

## SOCIABILITY

On the high side, this suggests that he tends to be sociable, friendly, approachable and forms relationships easily. He is likely to get on with others.

## SELF-REGULATION

This indicates that he is likely to be somewhat disorganised, irresponsible and unreliable with some disregard for regulations or procedures.

## DOMINANCE

Assertive and somewhat outspoken, he may readily take the lead in various situations, question others' opinions and drive for achievement. He is also likely to be somewhat boldly confident.

## REALISM

He appears to be rather sensitive and creative with a fertile imagination that may occasionally disconnect him from current reality. He will have some capacity to generate new ideas and may emerge as an innovator.

## INTELLECT

With a reduced cognitive ability, he will learn slowly and have difficulty solving less than simple abstract problems. He is best applied in a practical situation that does not require reasoning or the application of complex logic.

## INDEPENDENCE

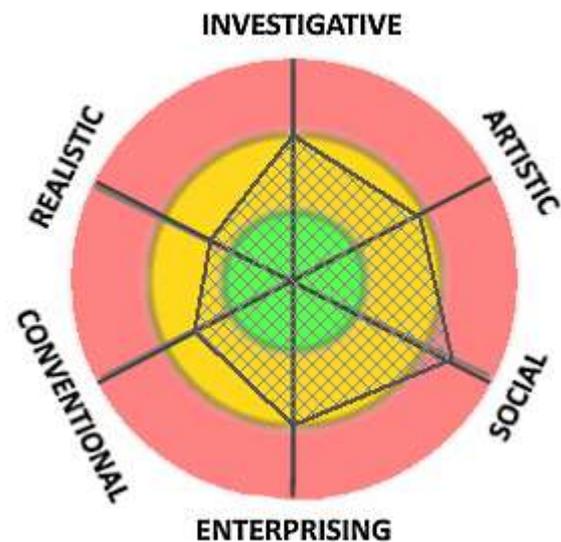
He tends to adjust his ideas to fit in with the group and may even adopt behaviour or certain phrases that are commonly used in the group. This may suggest issues with personal identity and the use of the group identity to compensate for this.

## INTERPRETATION

The green items are in the neutral zone of neither under or over expressed. These would have the label "NORMAL LEVEL" because they represent the majority position. The yellow items are more significant and represent a moderate tendency in this direction. The red items are those that are a central temperamental feature that stands out strongly.

## OCCUPATIONAL DIRECTION

This diagram illustrates the respondent's attraction to specific areas of work.



**Holland code: SIE**

### \*Social (Nurturing-Altruistic)

This interest indicates a need to be near or at the centre of group activities and solving problems by means of group discussions or meetings. Similarly, it implies an interest in relationships and includes service and training professions.

### \*Investigative (Analytic-Scientific)

This indicates an interest in work which involves the observation of objects and events, the investigation of phenomena and the solving of problems using ideas, words and symbols. It implies an interest in intellectual pursuits.

# OVERVIEW

**\*Enterprising (Venturous-Influential)**

This preference indicates an interest in work which involves influencing others in some way, directing their activities or driving them in the attainment of goals. This clearly includes a wide range of managerial and leadership activities.

**LEADERSHIP STYLE**

Based on temperamental factors only, these are this person's most likely leadership styles.

**SERVANT**

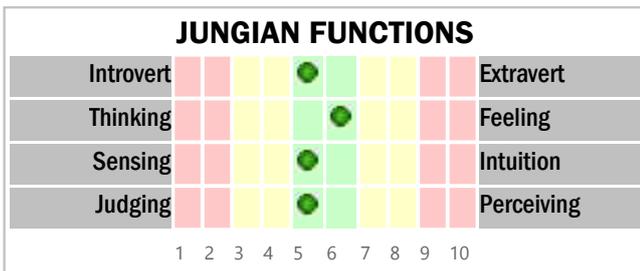
This style stresses the importance of the role a leader plays as the steward of the resources of a business or other organization, and encourages leaders to serve others while still achieving the established goals of the business. It aims to enriches the lives of individuals and ultimately create a more just and caring world,

**TRANSFORMATIONAL**

Transformational leadership inspires people to achieve unexpected or remarkable results. It gives workers autonomy over specific jobs, as well as the authority to make decisions once they have been trained. It is geared to streamline or change things that no longer work effectively.

**JUNGIAN ANALYSIS**

These factors resolve into a Jungian analysis with the following dichotomous scale result.



**This gives a MBTI code of ESFP**

**BALANCED FUNCTIONS**

It is ideal for all these functions to occur in the midzone suggesting the reconciliation of opposites, in Jung's terms, with the capacity to use them appropriately when required.

**BEHAVIOUR AUDIT**

These are commonly expected behaviour patterns from this individual.

**FORMS RELATIONSHIPS**

Easily forms and maintains working relationships with other people. Both approachable and emotionally aware.

**HIGH STABILITY**

While this may suggest a lack of emotional expression, it is generally accepted as a positive factor and suggests steady and continued performance. It also suggests a lower absenteeism and greater resilience.

**SOCIAL AWARENESS**

This is a warm and intellectually advantaged individual who will tend to comprehend others well and be able to converse on many topics with ease. Highly approachable, he will tend to assist people solve problems.

**SENSITIVE INSIGHT**

Suggesting a bright individual with a high level of emotional awareness, this person is exceptional. The intellect applied with feeling, its usual opposite, suggests a highly integrated individual with the ability to comprehend others' situations and difficulties.

**CONFIDENT INTELLECT**

It is quite likely that this confident and stable individual will function at a high level of cognitive ability and perform excellently where this is required solving even complex problems with ease.

**SOCIAL REFORMER**

Suggesting an individual who is concerned with improving the lot of others and may find a place in training or education. Affiliative, social and sensitive with a well developed sense of what is acceptable, a gentle enforcer of rule compliance is suggested.

**STRONG DOMINANCE**

A strongly assertive individuals who may not be willing to listen to alternative points of view and may over-power others in order to ensure he gets his own way. Tending to be outspoken and tough, he may build resentment in the team.

# EMOTIONAL STEADINESS



## Stable

This indicates a certain degree of emotional steadiness and a tendency to be stable, calmly responsive, confident and relaxed.

He shows a moderately elevated level of steadiness and is most likely to deal with stressful events or adversity with relative ease. At this level, he will probably appear confident and readily apply his mind in solving most issues that arise. One of the most significant factors that give an individual the ability to withstand anxiety is called self-efficacy. It is essentially the belief an individual hold regarding their ability to cope with life. Just believing you can makes it possible. This also suggests that poor coping and feeling apprehensive is an internal matter and not directly related to environmental threats.

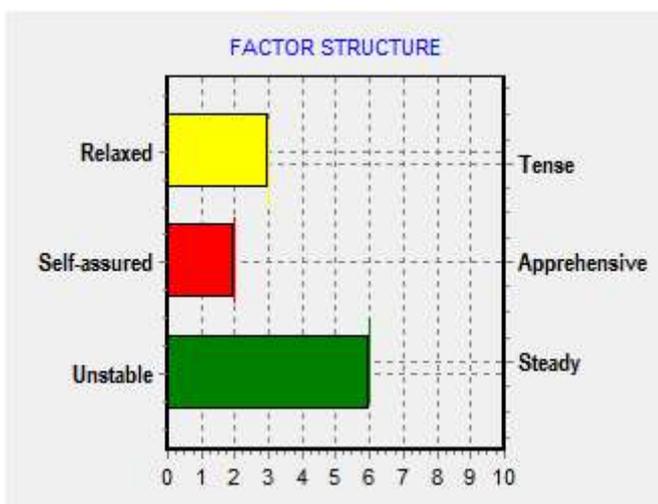
### CBR INTERVIEW ITEMS

These are example questions for use in an interview to verify this factor.

Think of a time when you had to deal with a highly stressful situation. What did you do? What was the outcome?

Imagine a time when you felt grumpy and out of sorts at work. How did you behave? What was the outcome?

Can you recall a time when you felt insulted by someone? What did you do? What was the result?



# SOCIABILITY



## Sociable

On the high side, this suggests that he trends to be sociable, friendly, approachable and forms relationships easily. He is likely to get on with others.

He is rather outgoing and will be able to form relationships with others with relative ease. Somewhat socially bold and warm-hearted, this suggests a friendly and approachable individual with fairly well-developed social skills. This suggests a moderately extraverted orientation which suggests that they look for meaning in the environment rather than in their own thoughts and reflections. In fact, many extraverts try to avoid reflection if at all possible and find self-exploration uncomfortable and even dangerous. They seem to be able to tolerate a much higher level of environmental stimulation and find it uncomfortable when the level of stimulation drops to any significant degree.

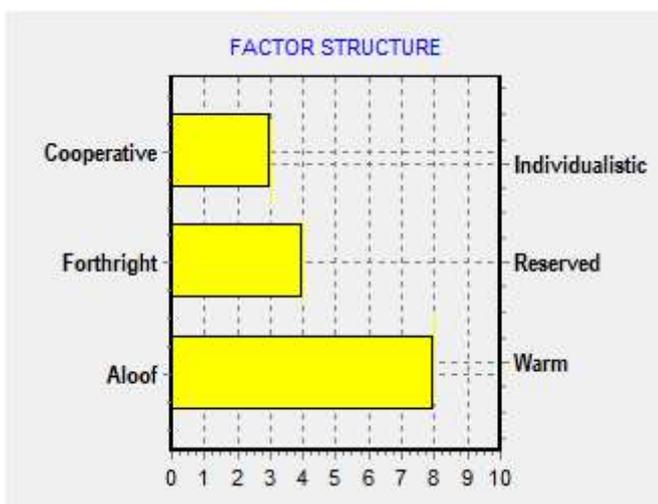
### CBR INTERVIEW ITEMS

These are example questions for use in an interview to verify this factor.

Think of a time when you had to work with a group of people to complete a project. What was the focus of your behaviour? How did this work out?

Think of a time when you felt disturbed by people making a noise that prevented you from concentrating? What did you do? What was the result?

Is here a time when you had to work all by yourself without contact with other people? How did you cope? Did you behave differently? What was the outcome?



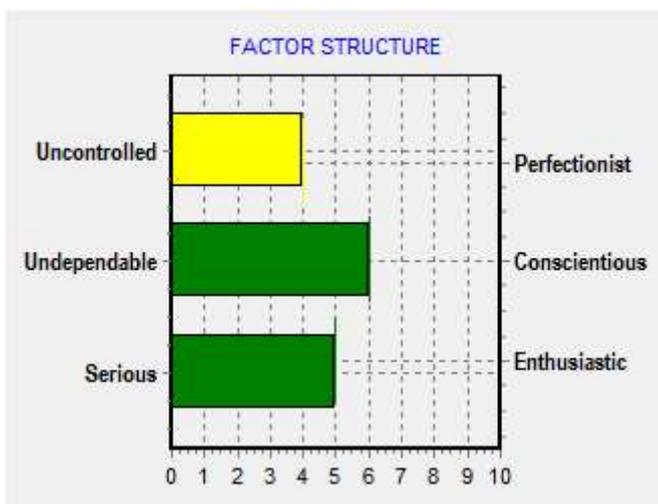
# ASSERTIVENESS



## Compliant

This indicates that he will tend to be organised, reliable and diligent with a degree of respect for regulations and procedure.

This factor assesses the degree to which an individual is willing to follow rules, comply with regulations and resist impulsive behaviour. His mid-range score suggests a realistic approach to rules and procedure, following them when it seems appropriate but questioning their value if they retard progress. This suggests a degree of self-discipline and a tendency to be compliant for the most part, and can be relied on to deliver in most cases. At the same time, he is likely to be somewhat flexible and adapt to changing circumstances.



### CBR INTERVIEW ITEMS

These are example questions for use in an interview to verify this factor.

Imaging that you are busy with a complicated planning task and somebody asks you to help them with an issue. How would you behave? What do think the outcome would be?

Is there a time when you submitted a report and it was returned with errors marked for correction or review? What did you do? What was the outcome?

Think of a time when a rule or regulation regarding to your work presented a barrier to the completion of a task. What did you do? What was the outcome?

# SELF-REGULATION



## Assertive

Assertive and somewhat outspoken, he may readily take the lead in various situations, question others' opinions and drive for achievement, He is also likely to be somewhat boldly confident.

Combining dominance with social boldness and self-confidence provides an indication of personal power.

His moderately high score suggests someone who has a fairly strong need to take the lead in various situations and who has sufficient force to ensure that others willingly comply with their demands. Yet, he may not come across as aggressive and is probably able to accept the occasional compromise position. Dominance is not really a matter of choice and is largely genetically determined with an array of brain chemistry which accompanies it. The way it is expressed, however, is a matter of election.

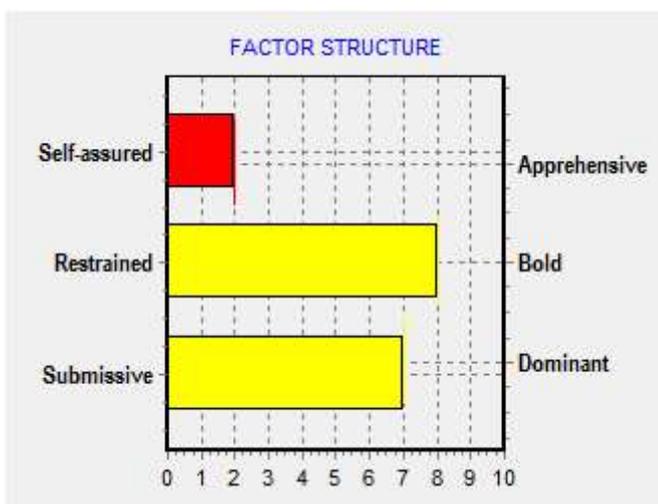
### CBR INTERVIEW ITEMS

These are example questions for use in an interview to verify this factor.

Think of a time when you felt you were being bossed around by someone. What was your behaviour? What was the outcome.

Think of a time when you attended a meeting and it became apparent that it had been badly organised. What did you do? What was the outcome?

Is there a time when one of the people you work with was afraid of you? What did you do? How did this work out?



# TOUGHNESS



## Imaginative

He appears to be rather sensitive and creative with a fertile imagination that may occasionally disconnect him from current reality. He will have some capacity to generate new ideas and may emerge as an innovator.

Suggesting a somewhat sensitive and creative individual who is relatively easily affected by emotional issues and will even sometimes openly display their feelings. It is possible that he resist making rational decisions when these are required and places too much focus on feelings or other soft issues, ignoring task requirements to some degree. If emotional instability is reported, this will be potentially difficult because it suggests a moody and reactive individual. He may tend to take things personally yet his ability to perceive other's emotional state and react appropriately will be highly developed.

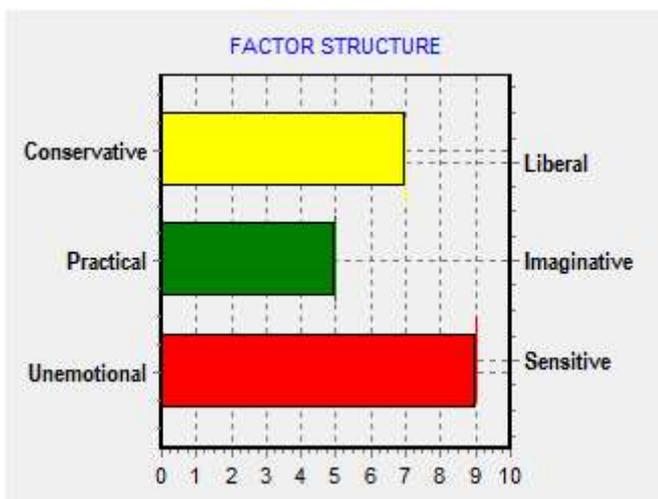
### CBR INTERVIEW ITEMS

These are example questions for use in an interview to verify this factor.

Is there a time when you were tasked with creating a training manual on a really boring topic? What did you do? What was the result?

Is there a time when you had to discipline a member of staff for repeatedly performing below expectations? What did you do? What was the outcome?

Have you ever had to organise a large amount of data in a logical way? How did you approach this task? What was the outcome?



# COGNITION



## Abstract

With advanced cognitive ability, he will tend to learn quickly, accurately analyse situations and comprehend abstract issues. He may be successfully applied where complex logic and the use of reasoning is of importance.

This scale is not an accurate measure of intelligence but rather suggests the degree to which an individual is intellectually oriented. This rests on a tendency to withdraw, an advanced cognitive ability and the ability to think abstractly. At this average level, it suggests the ability to solve logical problems that are not too abstract and rest of relatively standard procedures. Furthermore, he will be able to converse about technical or academic issues fairly competently. At this level, he has an adequate capacity to learn quite complex skills and can be a useful employee in many roles

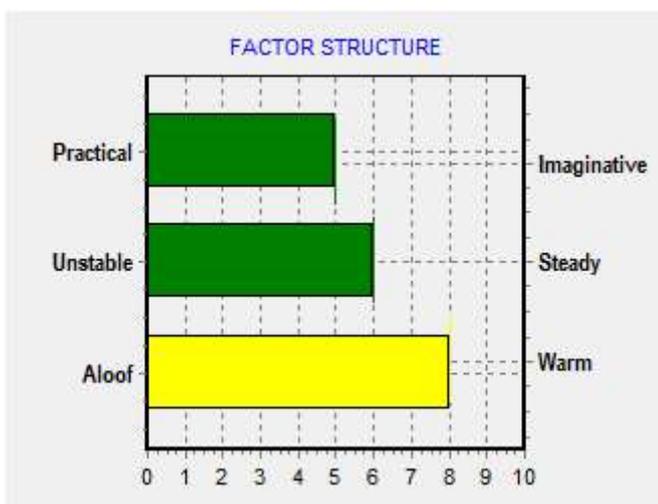
### CBR INTERVIEW ITEMS

These are example questions for use in an interview to verify this factor.

Is there a time when you had to solve a complex problem that initially made no sense? What did you do? What was the eventual result?

Is there a time when you were asked to help someone work out a complex calculation? How did you cope? What was the outcome?

To what extent do you find it challenging to solve problems? What do you do when challenged in this way? What is the general outcome?



# INDEPENDENCE



## Dependent

He tends to adjust his ideas to fit in with the group and may even adopt behaviour or certain phrases that are commonly used in the group. This may suggest issues with personal identity and the use of the group identity to compensate for this.

Independence in the sense it is used here suggests a preference to follow one's own thinking, solve problems and make decisions alone rather than in a group. At this relatively low level, he will tend to be quite group dependent and may need the sense of belonging that working in a supportive group can provide to some extent. This is sometimes associated with a conservative attitude and a tendency to occasionally discard his own ideas in favour of either the group's decision or the opinion of some respected individual, possibly a power figure of sorts.

### CBR INTERVIEW ITEMS

These are example questions for use in an interview to verify this factor.

Think of a time when you disagreed with the way a team was approaching their task? What did you do? What was the outcome?

Think of a time when you had to get a group of people to agree on a certain issue. What did you do? What was the outcome?

Think of a time when you felt excluded by your work team? What led to this? How did you behave in the situation? What was the outcome?

