



PERSONAL FEEDBACK

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INTRODUCTION

ABOUT THIS REPORT

Constructed in simple language, this report aims to help you to understand the nature of this assessment and to explain your personality profile in terms of the Cattell Model.

Raymond Cattell sought to statistically describe the human personality and began his research by extracting adjectives that pertain to human behaviour from the English dictionary. When distilled, he arrived at less than twenty core personality traits that are mathematically independent and have reasonable measurability. These were subsequently fleshed out into the items that you answered in the questionnaire, each of which maps to one of the Cattellian traits.

In keeping with Cattell's statistical intent, the scale scores derived from the questionnaire are referenced against norms and are converted into a 10 point "sten" scale giving an indication of the degree to which a score deviates from the population average. One may say that the middle scores are the "normal" value for a scale. These are very difficult to interpret because, being what the majority do, they do not stand out in any way. Those scores that deviate most from the centre, however, define you as a person in terms of how you differ from the herd.

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PRIMARY FEATURES

THE SCALES IN BRIEF

The sixteen characteristics that this assessment measures, provide the basis on which the rest of the analysis is constructed. Each is a relatively simple two-sided concept that you will probably comprehend. Those that have mid-range scores are omitted in this chart and are not included in the descriptions.

CATTELLIAN PRIMARY FACTORS										
Self-assured	2	3	4	5	6	7	8	9	10	Apprehensive
Unemotional	1	2	3	4	5	6	7	8	9	Sensitive
Relaxed	1	2	3	4	5	6	7	8	9	Tense
Cooperative	1	2	3	4	5	6	7	8	9	Individualistic
Restrained	1	2	3	4	5	6	7	8	9	Bold
Dull	1	2	3	4	5	6	7	8	9	Bright
Aloof	1	2	3	4	5	6	7	8	9	Warm
Uncontrolled	1	2	3	4	5	6	7	8	9	Perfectionist
Conservative	1	2	3	4	5	6	7	8	9	Liberal
Forthright	1	2	3	4	5	6	7	8	9	Reserved
Trusting	1	2	3	4	5	6	7	8	9	Suspicious
Submissive	1	2	3	4	5	6	7	8	9	Dominant

You have quite a number of scales that fall outside of the mid-range and this makes for an interesting and rather well-defined personality with strong features. These will probably emerge quite strongly in the next section.

These attributes are presented in the same order in both the dimension chart and the descriptions, using the same colour coding. Descriptions in a red box are essential features in your personality and much of your behaviour is likely to be conditioned by them. The yellow backed attributes are also significant but will tend to support the more prominent primary features.

UNTROUBLED CONFIDENCE

Untroubled, calm and confident, this person has genuine faith in their own ability and is able to inspire others to trust themselves and their ability.

SENSITIVE EMOTIONALITY

As an emotionally sensitive individual who is probably empathic and attuned to other's feeling, is deeply affected by others' emotional state.

STRESS RESISTANT

Tends not to become outwardly anxious despite the degree of pressure that is being applied, appearing to remain effective and calm.

GROUP COOPERATION

Suggesting willingness to compromise and discuss issues with others, prefers to cooperate with a group in completing tasks as a team member.

BOLD AND OUTSPOKEN

Brashly outspoken and inclined to take risks, can offend others by being too direct and insensitive, failing to recognise their discomfort.

QUICK THINKER

A brightly intelligent individual with the ability to work with abstract concepts and solve problems quickly and effectively.

SEEKS ATTENTION

A warmly sociable person who thrives on company, supports others and may become quite dependent, resisting working in isolation.

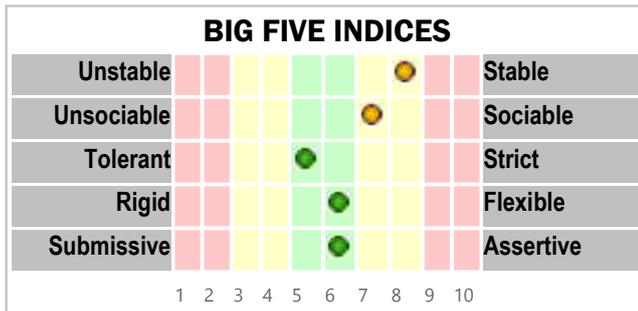
SATISFIED WITH ADEQUACY

Less concerned about rules and social norms, preferring to set realistic personal standards or simply ignore social expectations.

GLOBAL FACTORS

COMBINED FACTORS

Cattell showed that the primary factors could be combined into higher order factors. Five of these, in particular, align with the so called "Big Five" factors. Shown here, they can be used to elegantly describe your personality.



UNPACKING

In reporting on these composite factors, it sometimes happens that the various components that make up a specific factor contradict and seem to pull in different directions. Despite this, they will serve to confirm general directions and strengths while highlighting areas that may cause you occasional difficulties.

The first of these is critical to psychological health and may be equated to Emotional Resilience.

STEADINESS

You seem to be a rather confident person and this suggests that you approach problems calmly with self-assurance. In fact, you are a rather calm person, reporting relatively few signs of anxiety but nonetheless remain in touch with your environment. It is possible that you occasionally become upset when problems are difficult to overcome, but this is unlikely to cause you many problems. Notably, you may have some difficulties controlling your feelings when things are difficult and may, on occasions, want to give up rather than pushing through. This could suggest some difficulty with self-discipline.

SOCIABILITY

In general, you are rather comfortable mixing with people and seem fairly outgoing. It is likely that you will prefer a work environment with plenty of human interaction. You are a really rather warm and friendly type of person. You will thus not enjoy operating in situations where you have to work alone, and you may be a little dependent on others' company. It is possible that you take aspects of life rather seriously but you have a lighter side and may be quite observant of what is going on. It is unlikely, however, that you will easily become over-excited and you may limit expressing your feelings. As a fairly daring person, you have little difficulty meeting strangers and will similarly have few difficulties appearing in public. In fact, you may quite enjoy being the centre of attention and being noticed. Lastly, you seem to enjoy being part of a team or social group and you will tend to identify with the values and ideas of the group. This could mean that you are cooperative and like achieving joint success with other people.

COMPLIANCE

While you may question authority when you need to, you are nevertheless prepared to comply on most issues. In fact, you will be fairly dependable and require only passing supervision as you will tend to comply with instructions and maintain the expected standards of work. You may find that you only set broad standards for your own behaviour and tend to be rather unconcerned about others' opinions of you. Yet, you are quite open about what you are doing. This suggests that you value honesty and feel that you have nothing to hide. Your sincerity will probably inspire others to trust you. You are rather enthusiastic and you may occasionally abandon established methods to follow your own ideas. This may be successful in some contexts but may also cause trouble if it is not first cleared with management.

COMPOSITE SCALES

OPENNESS

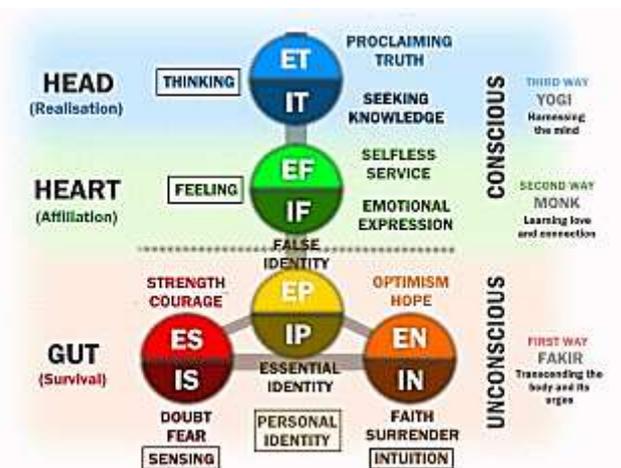
It appears that you are both intuitive and rational in your approach to problems. This may be ideal as it allows you access to more creative solutions while you will rationally assess their likelihood of succeeding. In fact, you are quite sensitive and empathetic and may be quite easily affected by problems. You are, however, fairly ideal when it comes to understanding problems of an emotional nature. Significantly, you are rather practical in your approach to solving problems, but you have access to a fairly well-developed creative streak that allows you to be quite innovative at times. You may be rather traditional and this could limit the solutions you generate to those which are tried and tested and supported by those in charge. Yet, you are fairly careful about decisions that you make and these are likely to be reliable and based on some careful analysis. It is possible, however, that you also have a lively aspect which may serve to keep you engaged with others.

ASSERTIVENESS

It is unlikely that you are really affected by what other people think of you and you will therefore probably be able to deal with others' opinions. It is, nonetheless possible that you get upset occasionally when other people criticise you. You seem to trust others quite easily and only rarely doubt their intentions. This may allow you to mix with them without fear being a major issue while allowing you to be somewhat open about yourself with them. At the same time, you may be aware of the practicalities of the world around you and yet see ways in which it could be different and possibly better. It is even possible that you sometimes wonder what this is all about and try to understand what people are trying to achieve by behaving the way they do. Finally, you are quite an assertive person and you will probably ensure that your point of view is recognised. It is rather unlikely that you will agree with people just to keep the peace.

MULTIPLE INTELLIGENCE

Behavioural descriptions like these tell you something about yourself that you usually already know although you may not want to admit it. They rarely add to your understanding of yourself and what makes you tick. That is where theoretical models fit into the picture. One very well established theoretical model rests on the idea of multiple intelligence or the so called "body centres."



This illustrates a collection of these theories in one picture. If it is too complex, skip it, otherwise see if you can understand the implicit progression through the vertical levels.

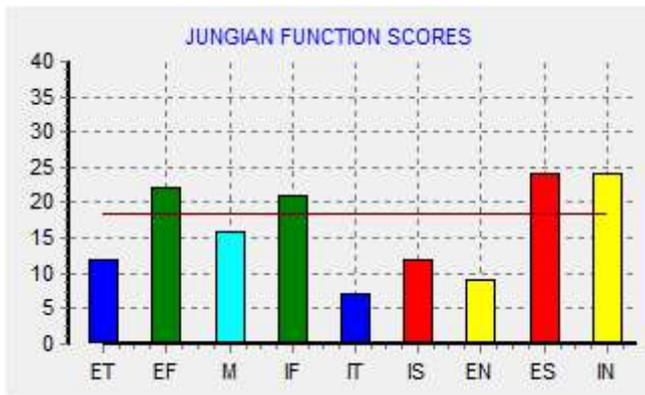
The Cattellian factors can be used to provide an indication of how you feature in this model. This can provide a way of gaining a far deeper understanding of your psychological processes. This analysis is aligned with Carl Jung's personality theory of Types which was first published in 1921.

Jung observed that people are either outwardly or inwardly directed, introvert or extrovert, which he called their basic orientation. He also spotted that people favour Thinking, Feeling, Sensing or Intuition to differing degrees that influenced the way in which they processed incoming information. These he called the primary functions.

THE JUNGIAN ENNEAGRAM

THE EIGHT PLUS ONE FUNCTIONS

This shows your scores on the Jungian functions. The I or E in the point labels are introvert and extravert and Thinking, Feeling, Sensing and intuition are represented by the capitalised letter in the function name.



You show some differentiation between these functions which may suggest that you are somewhat locked into a pattern of avoiding certain behaviours while you may over-play others.

Gentle Mediation

Because you have tended to lose a real sense of yourself and your needs, you are attracted to situations where you can express yourself through the wishes of other people and activities which have no clear priority. You are inclined to get lost in television programs, confusing these with reality and like to "space out" in various ways. You may avoid other people as you are unable to say no to what they request and simply act on their wishes in a robot-like way.

You have difficulty forming opinions as you are unsure what you think about things and will look for cues in other people and adopt their values easily. In varied company, you will be able to adopt different views on any subject depending on who you are currently with. This ambivalence is a comfortable way of never having to make a commitment to any one idea or person and remaining open to express whatever it is they want you to express. In fact, this equanimity makes you absolutely ideal in situations where conflict needs to be resolved as you remain totally impartial.

Firm Direction

You seek situations where you can be in charge and "call the shots". This is often mixed with a strong need to protect other, more vulnerable, people who have no chance against the harsh and dangerous world. Whatever form it takes, you want to be in control and thrive on combat against worthy opponents. You will be drawn to legal, security and law-enforcement occupations rather strongly in which you can express your need to protect while encountering adversity.

It is unfortunate that you have probably developed the habit of laying blame on other people and strictly holding them responsible for their actions. This is often accompanied by a stubborn intractability and the ability to shout down any opposition to your point of view (even if it happens to be wrong). Yet, you will respect those who stand up to you and meet your aggression with a like force even though you may be disinclined to admit it.

These expected behaviour patterns rest on the Jungian functions shown here.

JUNGIAN FUNCTIONS										
Introvert					●					Extravert
Thinking						●				Feeling
Sensing					●					Intuition
Judging					●					Perceiving
1 2 3 4 5 6 7 8 9 10										

This gives a MBTI code of **ESFP**

ORIENTATION

You show a somewhat introvert tendency which suggests that you may have a rich inner world of thoughts and feelings that you could sometimes be disinclined to share with others. You may find that your energy becomes somewhat depleted when you are with other people but may increase when you are alone and able to process your observations of the world.

THE FOUR FUNCTIONS

FEELING

As your most significant source of information about the world, you are likely to be acutely aware of your own feelings and carefully watch for signs that indicate the way others feel. This suggests sensitivity and may serve you in building supportive relationships and helping others to deal with emotional difficulties. You may, however, be prone to feelings of unacceptability or shame which could result in you fabricating an acceptable persona or mask instead of just being yourself. In turn, you may lose track of who you really are and live behind a succession of idealised images.

SENSING

As this is your most commonly used information-gathering tool, it suggests that you form clear, unclouded perceptions on which you can act very rapidly. Because of this, you may sometimes lack tact and tell it like it is which some may find offensive even though it is realistic and accurate. Similarly, you may act without adequately considering the consequences.

INTUITION

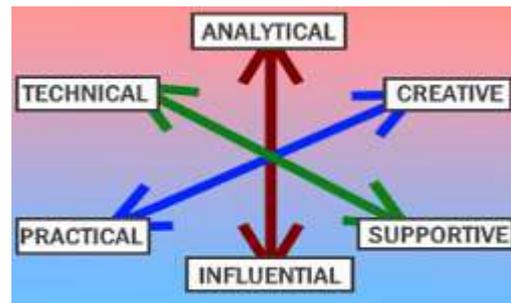
As a secondary feature, this suggests that you can occasionally leap beyond the narrow constraints of intentional processing and arrive at possibilities that are not generated by either introspection or rational inspection. To many this may be seen as a mystical quality that defies explanation possibly giving you the reputation of a fortune-teller or seer.

THINKING

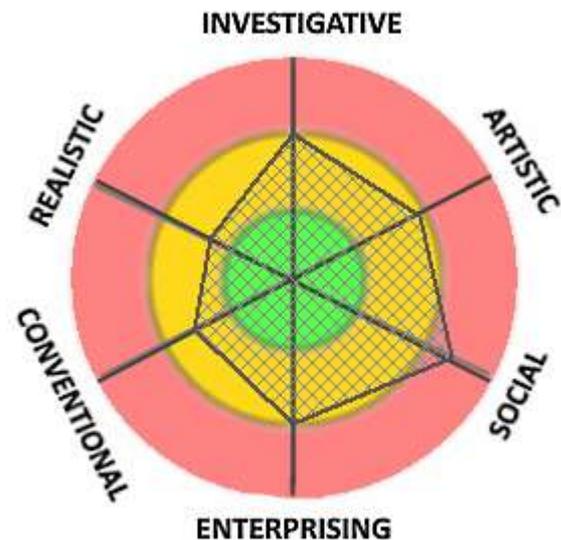
Used in support of the unintentional sensory processes or emotionality, thinking provides a watch-dog function that alerts you to irrationality and is capable of retarding impulsivity. Unfortunately, it is also capable of retarding action and this may cause you to hesitate before acting because you imagine outcomes that are possibly frightening. By the same virtue, thinking can be used to evaluate imaginative possibilities and direct you towards the most effective way of achieving them. Premature evaluation can, however, seriously impede creativity which is generally recognised as the opposite of rationality.

OCCUPATIONAL ENVIRONMENTS

The relationship between occupational interest and temperament has been carefully explored and John Holland established an elegant analysis that relies on three dichotomous scales, shown here on a circumplex.



Your Cattellian profile adequately supplies the data to place you on these three scales.



Holland code: SIE

The interpretation of this code is the all important element in Holland occupational analysis and this is shown in some detail on the following page. The scale that deviates most from centre is given first prominence, followed by the others. These can be directly associated with occupations.

OCCUPATIONAL ANALYSIS

SOCIAL (Service-Interactive)

This type of occupation involves being near to or at the centre of group or team activities and solving problems by means of individual or group discussions and meetings. Significantly, it implies an interest in relationships with other people and includes all service occupations, diverse forms of caring for others, education and training professions. The key to success here is the ability to get along with people naturally and a preference for work with them individually or in groups. To operate in such an occupation, understanding people and how to fulfil their needs is critical which further implies that you are approachable to them and have the ability to quickly form relationships and bring calm to troubled situations if this is required. Some occupations in this class require extensive training where you will function as an expert while others require little or no training and rely merely on your willingness to help other people.

INVESTIGATIVE APPLICATION

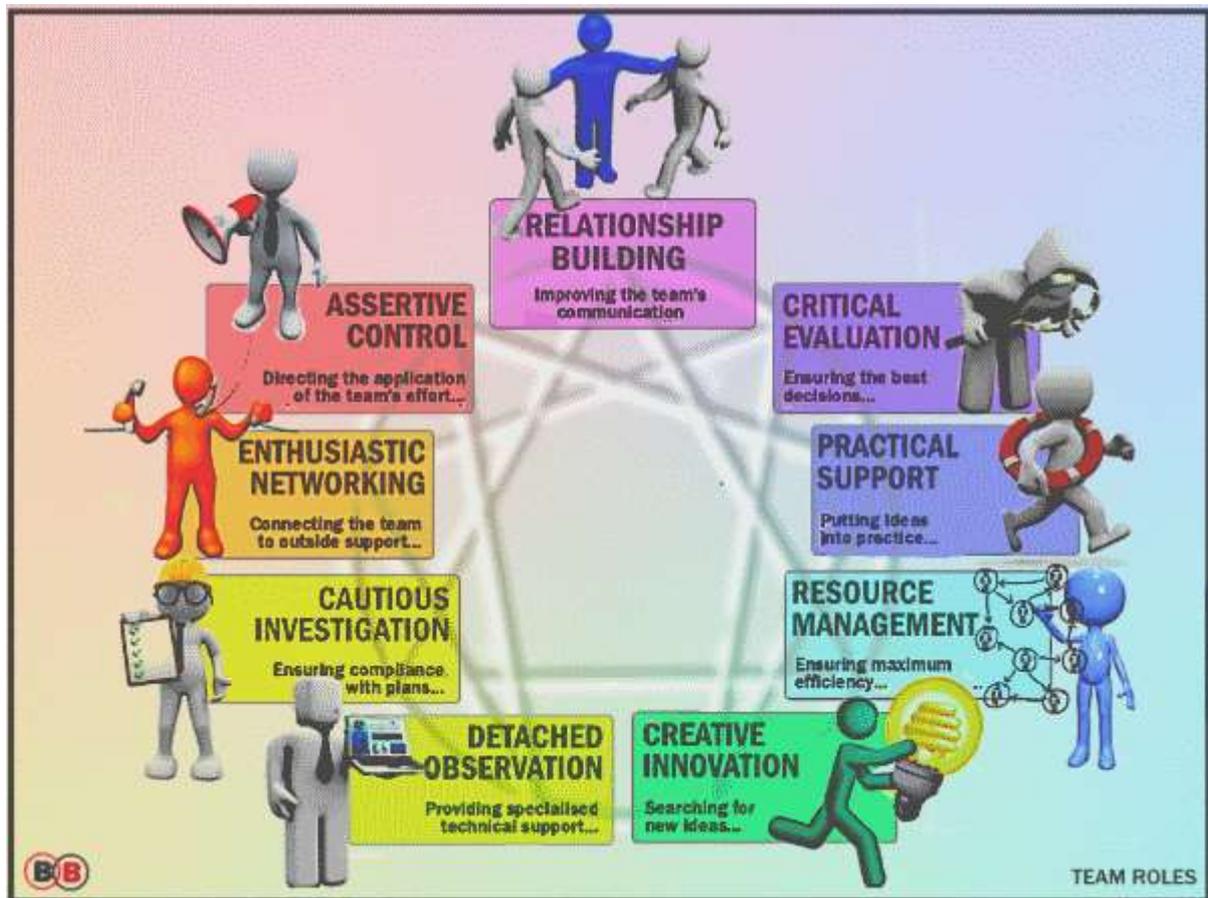
An investigative interest in the secondary position suggests that the phenomena implied in the primary interest will be the subject of study or close examination. This may suggest that you have an interest in research but your real interest is people, art or business. This may also imply an interest in diagnosing faults or defects in the subject of your primary interest. For example, if artistic and creative work is your main interest, this may suggest that you are interested in the history of art or music. Similarly, if you are primarily interested in people and their problems, this may suggest social research, medical examinations or perhaps psychology as an ideal profession. Technical inspectors, quality control personnel, medical or forensic detectives, financial auditors and statistical experts all fall within this class exemplifying the common feature of searching for clues, patterns or mistakes in data, behaviour or objects.

TYPICAL OCCUPATIONS

These are occupations that match your three letter code. They are a little dated and you may benefit from referencing this code with the internet on one of the many sites that provide these,

Clinical Dietitians
 Community Health Nurses (registered professional)
 Dietitians
 Dietitians, Clinical
 Dietitians, Teaching
 Nurses, Community Health (registered professional)
 Nurses, Public Health (registered professional)
 Nurses, School (registered professional)
 Physical Therapists
 Postal Inspectors
 Probation and Parole Officers
 Public Health Nurses (registered professional)
 School Nurses (registered professional)
 Teaching Dietitians
 Therapists, Physical

WORKING IN A TEAM



IN SUMMARY...

You are primarily interested in occupations that involve being of service to people in some helping capacity whether this relates to health, beauty, nutrition, clothing or some other basic human need. You are likely to find satisfaction in people's reactions to your input and this is most likely accompanied by a basic need for a fair amount of human interaction. It appears that you will be interested in expressing this primary interest in association with acquiring information through research, investigating phenomena or reading up about this area. This may imply an academic or technical approach where you will develop methodology or find applications for the of information that you gather. In any case, you will tend to ask questions and then try to find answers to these.

TEAM ROLES

Not everybody brings the same features to a team and, it has been found, the greater the diversity of outlooks in a team the more versatile and effective it becomes. Role competition, however, can render a team ineffective,

Different theorists have arrived at different ways of assessing team roles but one, in particular, has found prominence and closely resembles the Jungian types. This illustration depicts them and gives an idea of the significance of their role.

People are quite often adept in at least two of these and adopt the role that is most required at any given time. What follows is a description of the typical behaviour and skill that you bring to a team based on your personality profile.

PRIMARY TEAM ROLE



CORE BEHAVIOUR

Reserved but warm, you can rely on others to disclose to you because your own disclosure and honesty makes you trustworthy.

Information source

You will most likely assume a role that involves providing others with information related to the task that the team is doing. The nature of the information may vary but will usually tend to answer the what, how, why, when, and who questions that arise in the team, thus ensuring that everyone knows what to do and when it needs to be done.

Extends Capacity

You extend the team's capacity by supporting any of the team members who are pressured to complete tasks. You are prepared to take on routine tasks and complete them in an orderly and structured way working at a steady pace for extended periods of time if required.

Maintains relationships

You need to keep the peace and maintain a harmonious atmosphere in the team which you achieve by facilitating the positive resolution of any conflict that may arise. You are alert for any signs of anger or conflict and gently draw out the feelings and perspectives of all the parties involved.

This is the role you are most likely to adopt in a team and the one that is most natural to you. It probably defines a lot more than just a team role and may even describe your way of life.

CHALLENGES

There are certain aspects of the behaviour implicit in this team role that can cause difficulties if left unaddressed.

You dislike having to make decisions and look for a structure to guide you so that you do not have to face ambiguity or weigh alternatives. This suggests a need for clear rules and guidelines that you can use to eliminate choices. In fact, you may avoid important decisions or required actions by becoming busy with unessential side-line activity like gathering information. This shifts your attention off the essential task and allows you to procrastinate.

You dislike sudden changes and disruptions to your routine and feel disoriented and confused when they occur. You may express your irritation by becoming stubborn and immobilised.

You could become flooded when there is too much to do and lose your sense of priority on tasks, treating them as equally significant and possibly allowing them to accumulate and cause bottlenecks.

ON BALANCE...

You are probably a wonderful team player and have the ability to see all sides to any issue. You are happy to share the credit and usually excel in smoothing out any tensions between team members. Ultimately, you can either bring people together and heal conflicts or be held back by passivity and stubbornness.

SECONDARY TEAM ROLE



CORE BEHAVIOUR

With a need to be in charge and call the shots, you consider what needs to be done and decide how to approach it with or without input from the team members.

Direction Setting

As a strong, assertive and tough-minded individual, you may automatically assume the role of defining the larger purpose for the team's activities by clearly stating or helping the team clarify its charter and purpose. You will probably proceed to ensure that the team is correctly directed to ensure the most effective application of energy in achieving the objectives that you help it set.

Team Building

It is likely that you will be fair and protective, ensuring that team members do not feel excluded or unjustly treated if they are prepared to pull their weight. Because you will tend to try to balance work and play, you are quite likely to organise outings that allow the team to bond away from the workplace.

Maintaining Order

Your natural form of communication is challenging, confronting and asking direct questions which you will apply in team meetings, effectively maintaining order and ensuring that required information is presented and fully discussed. You will insist that clear decisions are made and tasks are properly assigned.

This is the team role that you will readily adopt should the need arise and, being your secondary choice, may be on a as needed basis. It will either integrate with your primary role or be an occasional diversion.

CHALLENGES

Here, too, there are certain aspects of the behaviour implicit in this team role that can cause difficulties if not addressed in some way.

Because you protect yourself from being vulnerable, you have a natural concern regarding fairness and justice. You will need to either assume the team leader role or trust and accept the team leader and feel prepared to support him or her.

Because you need to know where you stand with people, you may provoke them to get answers and, in doing this, polarise people into factions either supporting you or not.

Your anger is direct and uncontrolled and others may find it daunting and overwhelming, possibly avoiding you in order to escape your directness. You may also offend people by your blunt communication and lack of diplomacy. Furthermore, you may resist others' opinions, favouring your own and refuse to be influenced by their reasoning, even if it is valid.

ON BALANCE...

You will instinctively move to correct imbalances in power and justice. You specially avenge wrongs, and rush to the aid of weak people who you perceive as being abused by others. You will fiercely defend members of your inner circle against outside attacks. You will do whatever is needed to complete the task, displaying commitment and drive. Ultimately, you can either become a powerful magnanimous leader, or roughly control and intimidate.

LEADERSHIP STYLES

LEADERSHIP CLASSIFICATION

A generic leadership profile is misleading because there is no generic leader. All leadership is situational although some leaders are more versatile than others. This can be shown using your personality profile to predict your spread over Hersey and Blanchard's four styles.



This distribution suggests little distinction between the four leadership styles and suggests that you have a versatile leadership style and you can adapt to the maturity and level of experience in the group with which you are working.

Even if only slightly elevated, your preferred style on the Situational model is discernible. This is likely to echo the, now quite probably, apparent, themes that emerge regarding your temperament.

The selling style of leadership requires the leader to be very involved in the day-to-day activities. While decisions ultimately lie with the leader, input is requested from the employees. Employees are supervised with a strong emphasis on coaching. This style works well with inexperienced subordinates and builds their confidence and self-esteem.

Your leadership style is strongly influenced by your most prominent motivation in life. McGregor theorised that the need for power, social acceptability and achievement were the most common motivations. Your profile again suggests which of these is dominant,

He shows a dominant need for affiliation suggesting the need for harmonious relationships with other people to feel accepted. In order to ensure acceptance, he will carefully conform to the norms of his work group and prefer work that provides significant personal interaction. He is likely to perform well in customer service and any client interaction where there is a need for cooperation.

BIG FIVE LEADERSHIP MODELLING

Using the Big Five indices introduced earlier, we can discern leadership style more effectively. These are the styles that most closely suit your profile.

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 enrich 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.

PERSONAL GROWTH

AND FINALLY...

Every human being will experience the need to grow psychologically at some time. This may be the result of poor work performance, difficulty coping with various situations or as a result of a crisis. Based on your test profile, these are some pointers that you may find useful in directing your self-development.

It is possible that you are so concerned with being a member of a group that you have already lost your sense of identity independent of them. This loss of Independence may have far-reaching effects in your life, potentially rendering you unable to have your own opinions or do things in your own way. Perhaps you need to examine what it is that the group offers you that you cannot find in yourself.

It appears that you are rather outgoing and very sociable. This is rarely a problem unless you have arrived at a point where doing things alone becomes challenging. If this is the case, you could address the issues that result in your being dependent on people around you by examining your own feelings and assessing whether these are not resulting in a problem being alone. Alternatively, you may need to explore emotional security issues that may result in a need for others to bolster your possibly weakened self-image.

It appears that you may be rather reliant on others to keep you functioning. In fact, you may be perceived as clinging and dependent on others. You may want to examine what it is that drives this need to be supported by others.

You may appear brash and larger than life which will tend to daunt others. Perhaps you will benefit from learning more about your effect on people and become rather more sensitive to their needs.

It is possible you are unable to contain your feelings and similarly experience a great sensitivity for other's feelings. The possibility of your being over-emotional in situations requiring more rationality is quite high and you may need to learn to manage your emotional responses in a more effective way.