



# VOCATIONAL ANALYSIS

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# INTRODUCTION

## PURPOSE

This report is intended for use in an industrial or organisational setting and presents the respondent in terms of work capabilities and the factors that influence their work life. There is an inevitable overlap between the clinical interpretation of the test data and its use in career counselling because there are naturally barriers to career progress that lie in the domain of pathology. These will be raised without much amplification but should be noted and incorporated into any decisions made on the basis of the test. Similarly, it is taken that team work is an inevitable part of work in the modern world and while there are naturally occupations that are by their nature not team oriented, these operators rarely work in total isolation and are supervised and cooperate with others at some level. This justifies an emphasis on team roles and factors that influence an individual's team interaction.

Some areas presented in this report are echoed in the personal feedback report and these two reports may be used in conjunction for counselling and career development purposes. This pertains more significantly to the developmental suggestions in the last section.

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# MOTIVATION

## NEEDS AND FULFILLMENT

People seek employment and keep their jobs in order to fulfil basic needs that underlie our existence. While it would be hoped that people find personal fulfilment in the work they do, this is, naturally, not always the case.

The Barrett Values Centre promotes the reduction of "cultural entropy" which they attribute to people being stuck in the fulfilment of Maslow's lower needs. Each of these has a fearful quality that distorts an individual's personality in a particular direction, reducing both social and work effectiveness. These are powerful primal drives that have a wide ranging effect.



While research shows some support for the Maslow-Barrett theory, most research has not been able to substantiate the idea of a needs hierarchy. Despite this, it is very difficult to ignore these three levels and their subtle but obvious relationship to the head-heart-gut notion that underlies cardinal personality theories (Jung's model in particular) and which was expressed by Paul McLean's "Triune Brain" late in the last century. It is also the foundation of McLennan's motivational theory of leadership.



This respondent's profile suggests a specific stacking of these three primal needs depicted here. Any one of these scoring above the midline are capable of influencing this individual yet the highest will tend to have the most influence.

## MODERATE ACHIEVEMENT DRIVE

This profile suggests an individual who seeks to be recognised for successful achievement. By careful compliance with rules or a perfectionist and goal directed approach to work, they may attempt to cultivate a suitable image of success and status.

People need to sense that they are valued by others and that they are making a valid contribution to the world. Participation in professional activities, academic accomplishments, athletic or team participation, and personal hobbies can all play a role in fulfilling these needs.

Followed quite closely by a need for affiliation, these may become combined drives and even lead to a conflict between the various drives which can be additionally disruptive. Lack of security or status could be driving the need for affiliation, seeing it as a means to satisfy the primary need.

# 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

There are 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 this respondent's personality and much of their 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

Suggesting a positive self-concept and confidence in his ability, he will tend to inspire confidence in others and is not daunted by challenging tasks. This suggests a "can do" attitude.

## GENTLE SENSITIVITY

This sensitive and emotionally aware individual will tend to focus his attention on others' emotional needs, possibly to the exclusion of task related concerns.

## CALMLY UNAFFECTED

On the surface, he is studiously calm and collected and able to endure stressful situations without any evidence of stress or tension. This is sometimes not the real presentation of what is happening beneath the surface.

## COOPERATIVE TEAM-PLAYER

This socially dependent individual needs to feel that he is a part of a team or work group, using this as a means to identify himself. He may fear rejection or exclusion.

## ROBUST DIRECTNESS

Because he is not easily affected by either shyness or restraint he is mostly unaware that others may be. Adventurous and undaunted, he may offend others with his direct manner of speech.

## BRIGHT SPARK

He is a quick thinker with the ability to solve intellectually taxing problems with relative ease. This may suggest he needs intellectual stimulation in order to remain motivated and engaged.

## WARM SOCIABILITY

He is a warm and friendly individual who readily forms supportive relationships with others. This may suggest that he is dependent on others and resists working in isolation.

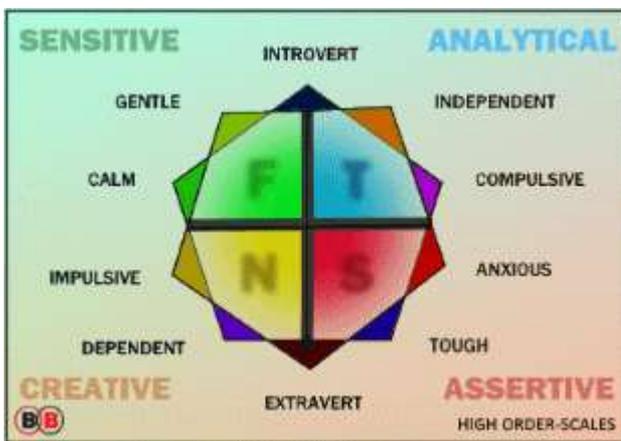
## RELAXED ADEQUACY

Showing little real concern for performance standards or regulations, he is unwilling to exercise firm self-control and tends to follow his own urges possibly resulting in difficulties with the law.

# THE GLOBAL FACTORS

## INTRODUCTION

It has become apparent that temperament assessment has repeatedly arrived at the same core factors regardless of the method used. This is hardly surprising given that the subject of the measurement is constant. Cattell identified a number of high order factors in his initial assessments, five of which align directly with these core global factors.



This circumplex integrates a number of different personality theories into a single picture where the vertical axis is the familiar, but commonly misunderstood, introvert-extravert dimension and the horizontal is submissive-dominance from left to right. The quadrants incorporate the Jungian functions. Recent research has begun to clearly identify the neurological variations that underlie these and serves to confirm their validity.

In the sections that follow, these factors are described in terms of their primary components. It is quite important to retain the granularity that characterise the Cattellian model because without it there is no detail to which one can refer in order to clarify finer aspects of an individual's temperamental structure and its impact on their work behaviour. This is often necessary when detailed profiles of roles are compiled for selection and developmental purposes.

## BIG FIVE INDICES

Unstable										Stable
Unsociable										Sociable
Tolerant										Strict
Rigid										Flexible
Submissive										Assertive
	1	2	3	4	5	6	7	8	9	10

These are this individual's scores on the five global factors. In an attempt to capture the essence of these factors, they are named in a way that is not strictly aligned with any of the common theories but rather in terms of their functional significance.

## THE SOCIAL DIMENSION

Mr Gueraten shows a moderate overall movement toward interaction with others which is likely to have some effect on his choice of occupation. He is a rather sociable person and will enjoy spending time with other people both at work and in his relatively busy social life. Because he cares about others, he will tend to remember birthdays and other significant facts and occasionally even buy people gifts for no particular reason. He will tend to be sensitive to other people's needs and offer support without being asked. He is inclined to take life somewhat seriously and will possibly come across as a little cautious at times, appearing to lack spontaneity. It is quite likely that he has some difficulty mixing with light-hearted people and probably largely avoids them, favouring more serious conversation with sensible people. Yet, he can usually be relied on and will try to deliver on his commitments, making well thought out decisions based on a careful accumulation of relevant information. Notably, this also suggests the possibility of occasional depressive episodes which is complicated by his unwillingness to speak about himself or discuss pressing issues.

# THE GLOBAL FACTORS

In general, he may under-react to certain situations conventionally considered threatening and appear somewhat undaunted and fearless. Described as bold or adventurous, it pertains to a relative lack of restraint and, in some cases, a lack of sensitivity to others' sensitivity. This may emerge as a somewhat tactless directness, expecting others to be similarly impervious to threat, and reduced social compliance with an accompanying disregard for possible consequences. This is considerably complicated in the case of a dominant individual who will add a ruthless quality to their otherwise fearless disregard for convention.

As he may have a fairly strong need for approval and acceptance by others, he and is unlikely to perform well where the human interaction required to fulfil this need is totally absent. He may actively join groups to ensure the fulfilment of his social needs and quite readily adopt their values and social behaviour in order to ensure continued inclusion. This may relate to a disturbance in the development of his individual identity which requires the use of an external identity, be it a work group, company, ethnic group or profession, to compensate for this. At this less than extreme level, it is possibly not problematic and ensures his internalisation of group values and conformity with social norms.

He is rather assertive and, despite other factors, will usually fairly directly confront those who cross him. Furthermore, he is sufficiently assertive to occasionally emerge as a leader in a group situation. It is quite likely that he will demand recognition and compliance from others to some degree even if he is also somewhat socially restrained.

Finally, he is usually extremely open about himself and will probably disclose personal details if asked without embarrassment. This will tend to give him an endearing naïve quality because he is quite probably comfortable with his own truth and unafraid to speak it. This level of sincerity is possibly rather uncommon in the world and also gives him a relatively constant quality because there is no real need to try to present himself in any way other than his real self.

## THE RESILIENCE DIMENSION

With a tendency to be resilient, he is likely to cope with life and its pressures adequately, rarely if ever, becoming reactive or failing to maintain a fairly high level of emotional stability. But there are times when he won't and this is, in fact, an advantage because it confirms that this is coping and not a well-constructed mask. Reporting rather few symptoms of stress or tension, it appears that he is able to contain anxiety in some effective way and under-react. This suggests that he will be able to deal with fearful situations calmly and recover from adversity with relative ease. He also appears to be a very confident individual and will be able to take on stressful tasks and deal with work pressure with ease. This suggests a well-developed belief in his own ability to complete successfully that which he starts. At this level, it may suggest over-confidence which could make asking for help when he needs it seem unnecessary.

What is more, his moderately well-developed psychological defences allow him to withstand anxiety for long enough to take care of the issues that are driving it. In this way, he reduces it in a way that builds confidence in his ability to cope with pressure. This may also support the suggestion of moderate resilience.

# THE GLOBAL FACTORS

These are all mechanisms that effectively keep anxiety at manageable levels. They are all neurotic processes because they do not directly address the actual stressor but rather try to obscure it.

He is inclined to trust others, the world and possibly himself to some degree which tends to gather some support from others because it suggests that he is rather trustworthy. Frequently expressing as a hopeful attitude and faith that things will work out, this is quite effective whether it is based in verifiable fact or a matter of conviction. There is a downside here related to the value of vigilance, a feature usually relatively absent in somewhat trusting individuals. He may fail to notice environmental threats and other people's less than pro-social behaviour, even if it is aimed directly at him. This may suggest an excessively optimistic and idealised world-view.

He appears to remain grounded in the present and face the concrete reality of the world which may have a steadying effect on those who are able to accept the world on its own terms without flinching. For less resilient individuals, this is a sure path to despair and is generally avoided to some degree. He may accept reality to some extent but is likely to want to reform the world and make it a better place.

Anxiety provoking pressure also can be reduced to some extent by partly ignoring the rules and regulations that are implicit in society. He appears to have conditional regard for standards and compliance with accepted codes of behaviour, living his life to some extent on his own terms. In accepting this somewhat bohemian approach, he effectively places himself apart from social life and is likely to be relatively independent. This is the way of the artist and it works for some.

## THE OPENNESS DIMENSION

He shows a fairly strong emotional awareness and will usually take both his own and others' feelings into account when making decisions. He is a fairly gentle person who is usually willing to express his emotions and who remains open to others.

He tends to be expressive and emotionally demonstrative which is aimed at forming warm and lasting relationships with others. A certain emotional sensitivity is also present here which underlies his concern for other's feelings in support of prosocial behaviour that includes compassion and care.

He does, however, show a preference for the practical and the tangible and may, as a result, show rather little imagination or creativity. He is largely unaware of the possibilities in a situation and focusses only on the tangible, objective practicalities. Yet, he is quite likely to be organised, easily find his way around and only rarely lose things because he tends to prefer a tidy environment with everything in its place. These are the administrators and organisers in the world and he will be fairly well suited to any role that requires imposing order.

Lastly, he tends to be rather progressive and tries to keep up with the latest developments in his field and, possibly a number of different areas. This suggests that he embraces the inevitability of change and is prepared to let the past go. This also suggests the aspect of creativity that embraces possibilities and fearlessly explores them. It is important that he clearly recognises that there are those working formulae that do not need to be changed.

These four factors all have a rigid self-limitation on the one hand and a less constrained alternative on the other. Openness refers to the degree to which a person is unconstrained.

# THE GLOBAL FACTORS

## THE COMPLIANCE DIMENSION

Willingness to comply with instructions and maintain the standards of performance expected by employers requires steadiness and the ability to inhibit impulsivity while maintaining focussed attention for the time taken to complete a task. A number of primary factors contribute to this.

He is quite inhibited and this provides a degree of natural impulse control. This could also suggest that he has a fairly long concentration span and is usually able to resist being distracted or side-tracked. Furthermore, he is rather well organised and practical and will tend to be fairly reliable in completing routine tasks that do not require analytical skills or much imagination. This relatively low score also implies the need for clear instructions and a tangible and preferably measurable result.

His mid-range score on the compliance scale may suggest the basic ability to follow rules and regulations, maintain quality standards and comply with instructions in completing tasks given to him. With this, he may be unable to exercise much self control and occasionally behave unpredictably, following his own urges rather than meeting his obligations. This suggests a relatively low regard for rules and regulations or standards of social behaviour that is consistent with poor socialisation.

There is an additional factor that seems significant in this context. He is fairly dependent on others for approval and this will tend to encourage conformity with group standards. This may increase his willingness to comply with demands that the group makes on him.

## THE POWER DIMENSION

Dominance is one of the first characteristics described in psychology because it is so obvious in animal groups. It rests on personal power, charisma and independence in humans. Powerful individuals are said to be assertive.

He appears to be quite assertive and possibly somewhat unconventional in his approach to work. This will be a way in which he asserts his independence and his right to individuality which, within bounds, is usually tolerated. If he should begin to reject social convention or the shared values, consequences will ensue. He will, nevertheless, probably defend his right to independence quite aggressively if this is seriously threatened.

There are three principal ways in which dominance is signalled, each with its own peculiarity and each representing freedom from a common restraint.

He will tend to be recognised by others as a rather outspoken and socially bold individual because he is less restrained than others and tends to say what he has to say without embarrassment or shyness. He may also be regarded as confident and self-assured because he is obviously less restrained than normal and seems to have some magic power that gives him the ability to overcome caution and act in ways that some regard as fearless. This leads to the second aspect. He is likely to enjoy a fair amount of excitement and social or environmental stimulation and, unlike the majority, tends to look for excitement rather than avoiding it. This may also include extreme sports (bungee jumping or rock-climbing as examples) which exhilarates him. He may sometimes fail to take others' much lower levels of adrenalin tolerance into account and fail to respect their sensitivity.

# THE GLOBAL FACTORS

He is likely to be a free thinker and will tend to value progress and new ideas. For him, the idea of holding onto past ways is usually considered nothing more than a silly idea based on an impossibility. He may have a deep respect for those whose ideas have led to the present situation but he is quite aware that new thoughts resting on these sometimes render the old thinking redundant and even ludicrous but still with value in an historical sense. He is probably not afraid of progress and makes an effort to understand the principles on which it is developing suggesting an open mind, willingness to learn new things and a measure of intelligence. This suggests that he has the strength and willingness to face the unknown future fearlessly and confidently.

The last restraint has been discussed in its role in the sociability dimension but occurs here as independence. He tends to seek inclusion in groups and is largely comfortable surrendering his independence for what this group inclusion gives him. The key issue here is that he is probably quite likely to try to conform to the values of the group and adopt its core behaviour as a result of a moderately strong need for the identity that it provides. The issue is that he plays down his personal significance to some extent and submerges making this a rather submissive quality.

## WORK BEHAVIOUR AUDIT

To the right is a brief summary of the key behaviour that emerges from the Big Five audit. This analysis embodies the traditional presentation of a personality assessment which generally tells people what they already know about themselves. For this reason it can be confirmed in an interview.

### Stable

- Emotionally stable with the ability to set a clear direction for others
- Consistent and clear-thinking
- Reacts well to pressure
- Confident and self-assured
- Able to inspire confidence and trust

### Sociable

- Prefers to work in a participative group
- Forms warm relationships with colleagues and subordinates
- Prefers to work in a team

### Tolerant

- Allows subordinates freedom to discover new ways of doing things
- Encourages discussion on methods and approaches
- Sets flexible time-frames and standards
- Disregards established methods and procedures

### Flexible

- Encourages creative and innovative thinking
- Rejects established approaches in favour of careful analysis of situations
- May attempt to discard useful methods

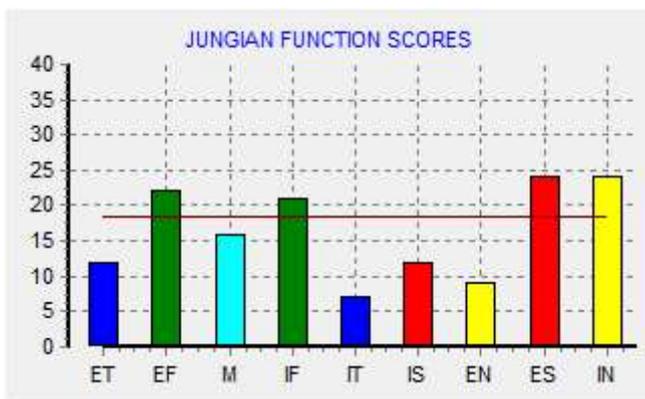
### Assertive

- Sets clear directions for subordinates
- Expects compliance with directives and orders
- May consider discussing issues a waste of time

# FUNCTIONAL ANALYSIS

## THE JUNGIAN FRAMEWORK

What has been presented in the preceding sections represents a behavioural description of the respondent's work related style based on the Cattell profile. This profile can, however, be used to produce an analysis of their underlying functions which sometimes explains things in a more elegant way.



This shows estimated scores on the eight Jungian types with one additional point. These are marked with the familiar Jungian letters (Introvert, Extrovert, Thinking, Feeling, Sensing and iNtuition). The Persona (indicated as M) is included in Jung's theory as a mask or "false face" that is constructed to create a better impression with others. Each of the functional points shown in the graph are an Introvert or Extrovert expression of one of the functions. The horizontal line in the graph represents the mean of these emulated frequencies and those bars that extend beyond it are usually most significant.

The persona has become an increasingly important aspect of human behaviour over the intervening century since Jung's original publication and bears inclusion as an additional type. It is included in the modern Enneagram.

The two highest points on this chart may be described in general behavioural terms and represent the dominant behavioural types in the Jungian system.

## TYPING MODELS

There are both advantages and disadvantages to typing models and while they focus on a small number of criteria and may be inappropriate at times, generally assist in understanding core personality features.

### Gentle Mediation

This individual will readily delete their own agenda to be a peace-maker. When they are healthy, they are serene, peaceful, gently assertive, great group leaders and solid friends. He will have no hard edges and is often extremely popular - and fun to tease because he is so trusting and easy-going.

- He will quite probably have the capacity to bring harmony to a group and improve relationships in a remarkable way by promoting communication and drawing others out.
- He can see all sides of an issue and is able to bring people together in a spirit of cooperation and harmony. Yet, his challenge is to stay focused on the priorities and to stick up for his own position, even if that involves discomfort or conflict.
- The term "self-forgetting" is often applied to this type. It refers to the way in which they can lose track of what they are doing and suppress their awareness of himself. This pertains significantly to anger which he will tend to repress
- Conflict is also suppressed or avoided resulting in unexpressed feelings or confusing reactions to others. He may become stubbornly unwilling to do something as an expression of hostility. The challenge is to become truly aware of his feelings, notably hostility, in order to become present.

# FUNCTIONAL ANALYSIS

## Firm Direction

This individual is good at taking charge of his environment. He will tend to know how to mobilize to get things done. He will make a good leader, and he will stand up for the positions and the people he cares about. His challenge is to moderate his forcefulness, become adaptable in different situations, and avoid creating unnecessary conflict.

- He may recognise that he comes over to others rather too forcibly and is inclined to be very controlling. He may not be aware that it is due to a deep fear of being vulnerable. Should anything raise feelings of vulnerability, he will respond by taking some form of revenge, be it emotional punishment or actually physically hurting the other person.
- He is not likely to understand limitations and will tend to be highly adventuresome and undaunted by conventional fear. The term robust usually fits well and also suggest the lust for life he is likely to display.
- He may be a natural leader and if he has become sufficiently mature to be able to form and maintain social relationships, will be very popular and concerned for the well-being of those under him.
- He is often inclined to suppress softer emotions and attribute any feelings that he experiences to external factors because to acknowledge his own softer issues is likely, again, to induce feelings of vulnerability or weakness.
- His growth path is acknowledge his own softer side and become a lot less defensive.

## THE BALANCING ACT

The essential nature of personality is deviation from the centre or the "normal". In gestalt terms, it is what stands out from the background. This has been subtly emphasised throughout this report but becomes most starkly obvious in the Jungian functions. The imbalance between the apparent opposites gives an "individual character" that sets them apart from others.

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**

## EXTRAVERT (Extensive)

This individual is inclined to reference their experience to other people and rely on external input to assign it meaning and significance. They tend to avoid reflection and may have difficulty learning from their experiences. They may be coldly abrasive at times and even harshly enforce their influence and opinions on others.

## SENSING (Realism)

Suggesting a tendency to be grounded in the objective present and in touch with reality. May react very quickly, even impulsively, to changes in the environment. At best, practical, realistic and rather unimaginative.

## FEELING (Emotionality)

Suggesting emotional sensitivity, this may imply a reliance on feelings when making decisions rather than rational examination of the facts. Yet, these individuals are aware of others' emotions and can form warm connections.

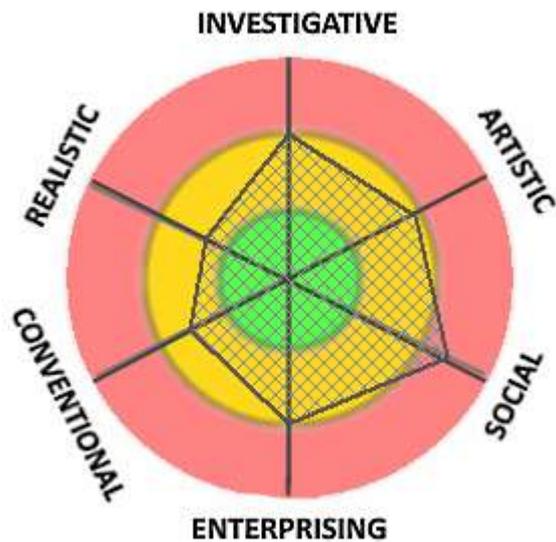
## PERCEIVING (Spontaneity)

Suggesting a tendency to resist structure and to allow things to proceed in their own way. This implies flexibility and continually changing priorities in response to changes in the environment which may be too impulsive.

# OCCUPATIONAL ENVIRONMENTS

## THE HOLLAND MODEL

Holland's temperamentally based occupational analysis is an enduring and effective way of predicting the working environment that will best suit an individual. In many ways similar to the Jungian analysis, it identifies three dichotomous scales and resolves these to a three letter code for an individual.



**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.

### \*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.

The Social interest class suggests an interest in working with people in some sort of established relationship be it in support of them in some way, relating to them in a sales situation, directly serving them or developing them in some way. This is a wide interest class and covers the entire medical and associated professions, teaching and the broader educational framework, commercial supply and customer relations in its broadest sense and a range of sport and entertainment related occupations where interaction with the general public is an expected part of the person's behavioural repertoire. Basic skills common to these occupations include listening, warmth and empathy along with problem solving or service skills that are specific to the profession in question. These occupations may be classified on the basis of the complexity of the specific skills involved and the degree of training that is required in their development.

In this class we find the truly human diagnostic occupations where humanity is the object of study and various methods of investigation are used to find out more about the phenomena relating to them. In contrast to an interest in investigation with people as the subject, this represents an interest in people with investigation as the activity. Hardly surprisingly, this class contains a wide range of therapists, psychologists, remedial educators and the support staff to these professions. The complexity and required training of the techniques of investigation may be seen to determine the level at which the respondent will find a niche in this class and this, naturally, rests on academic ability and intellectual capacity. Branches of the legal profession and even accounting and auditing would be good candidates in this class where the real aim is to explore human behaviour and its various causes.

# OCCUPATIONAL ENVIRONMENTS

## THE OCCUPATIONAL LIST

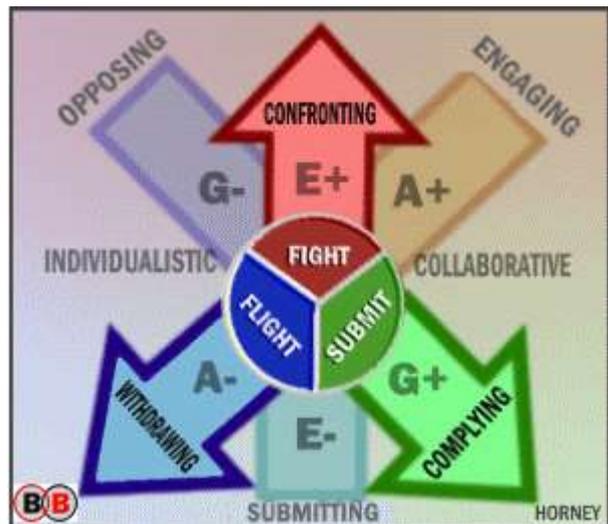
These are not particularly modern occupations and this code may be better referenced in one of the many websites dedicated to the interpretation of Holland codes.

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

## DEALING WITH CONFLICT

The survival of the human species, like other reptilian and mammalian animal groups, has rested largely on the detection and rapid response to threat. Along with dominance which also makes use of the same physiological systems, response to perceived threats results in states of conflict. Organisations, however, are regulated environments and conflict is not generally allowed to become disruptive because this is entropic, suggesting that it leads to disorder and threatens productivity.

Karen Horney suggested a basic conflict model in her work and this can be extended to provide an interesting and usable model for understanding an individual's response to conflict.

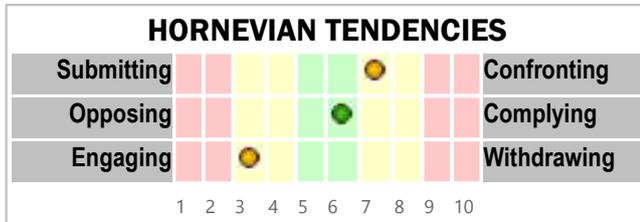


An adaptation of the Bradford Cannon Flight or Fight theory, it is extended to include the opposite poles of these responses, all mediated by a range of neurological pathways and significantly determined by genetic factors. This suggests that an individual may respond predominantly in one of these ways or with an admixture of responses depending on how the relevant pathways have been primed. These are also subject to adaptation suggesting that repeated exposure to certain stressors over time alters the probability of a specific response.

# MODELLING CONFLICT

## THE DIMENSIONS

These are the three dimensions for this respondent on a factor chart.



Those that fall outside of the mid-range are likely to be significant. The chart will indicate which is more likely.

## LOCKING HORNS

This sometimes effective form of conflict resolution brings the conflict out into the open and whether by a shouting match or even direct physical violence, brings things to a head. There can be no win-win resolution when this occurs and someone will be the victor when the other backs down or is carried out. Here the individuals are quite probably both dominant, bold and impulsive and yet, may end up shaking hands and resuming life without any rancour. This is adrenalin tolerance at its best.

## ENGAGING THE OPPOSITION

Suggesting an outspoken and highly sociable individual with sufficient assertiveness, this approach seeks to discuss issues in a rational manner and arrive at a solution that is acceptable to both parties. It is most likely with balanced dominance because it is neither confrontational or submissive but rather in the balance space between these. It is unlikely that this approach will even be registered as conflict and is a way of dealing with differences of opinion without the need to resort to any less constructive means.

There are two significant clinical indices that should be considered here.

Mr Gueraten appears to be quite well adjusted emotionally and may be fairly resilient and capable of dealing with life in a realistic manner.

In this case, the general effectiveness of emotional control is seen to be slightly reduced. This suggests only a limited ability to exercise emotional restraint. This also relates to the degree that he is in touch with objective reality.

## SOURCES OF IRRITATION

The major issues that are likely to result in conflict are predicted by the Jungian model.

### Under most circumstances...

- He is not inclined to enter into conflict and avoids it in any way possible. As an engaging and peace-loving individual, he may diffuse conflict quite effectively.
- He may unexpectedly explode over some minor incident suggesting a hidden accumulation of anger beneath the placid surface.
- When irritated, it is likely that he will isolate and become occupied with some mindless repetitive task or movie in order to restore inner calm.

### Under different circumstances...

- Anything that triggers his sensitivity for feeling vulnerable.
- People who try to give him instructions or boss him around. He will tend to meet any force directed at him with equal force.
- People who do not do exactly as he says and try to independently follow their own reasoning.

# FUNCTIONING IN A TEAM

## TEAM BEHAVIOUR

There are few features of corporate functioning as significant as team work. It has become the almost universal norm to have a group of people function together in either a formal team or some kind of cooperative group. The general behaviour expected by team members varies widely according to corporate culture but there are some features that are common to all.

On the two pages that follow, the team behaviour sections included in the feedback report are repeated because they pertain to this. These are based on the Jung/Enneagram analysis and raise pertinent issues for his individual regarding teams.

## BEHAVIOURAL ISSUES

These are issues that may affect this individual's work behaviour.

## FORMS RELATIONSHIPS

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

## 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 INTELLIGENCE

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 INTELLIGENCE

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.

## UNAFFECTED BY STRESS

This individual is exceptionally stress resistant and resilient, possibly appearing unaffected by the most stressful events. Because this is an uncommon combination the notion that it may be faked arises. This will need to be established to differentiate between someone exceptional and someone virtual.

## BOLDLY CONFIDENT

There is a fine line between this and over-confident, yet this imparts an elevated self-assurance that inspires confidence even if this individual sometimes offends with blatant truth.

## GENTLE CORRECTION

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.

## PUBLIC RELATIONS

Confident and boldly successful in appearance, he is ideally applied in public relations and will enjoy influencing others into accepting a point of view or idea. An ideal salesperson.

## DOGMATIC INTELLECT

At the core of this pattern lies the need for a secure and acceptable code of prescriptions. For this reason this person may use "should" and "must" rather more frequently than usual.

## ASSERTIVE INTELLECT

This may suggest some degree of perfectionism and a strong adherence to rules and regulations. He may demand that others accept his way of seeing things and rarely consider that he could be mistaken or that other views have merit.

# 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

## THE LEADERSHIP THEORIES

Business leadership has been exhaustively researched and is subject to a number of major theories. In order to explain this respondent's potential place as a leader, we consider three of these.

## THE BIG FIVE

In a recent review of the "Big Five in Business" literature, Laura Lynn Motel identifies the significance of these super-factors in determining leadership potential and the most likely style of leadership an individual will adopt.

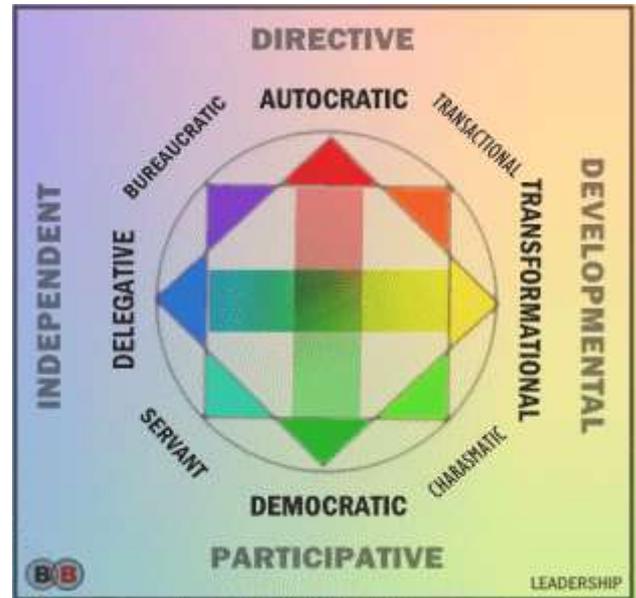
In assessing leadership potential, the most important of these factors by far is steadiness because it incorporates self-confidence, emotional stability and, most significantly, resilience. These factors are particularly important in leaders who need to command the respect of their subordinates.

In the high-range, it suggests that:

He shows an adequate level of emotional steadiness and is likely to be consistent, self-assured and resilient during crises or when there is pressure to perform. This behaviour is likely to inspire confidence in others and he is likely to be effective as a role model, consistently motivating subordinates to perform at their best.

When the eight major leadership styles that emerge from the literature are arranged on a circumplex, two principal axes emerge. Assertiveness vertically and Openness horizontally. The other diagonals are sociability and compliance.

This permits modelling to arrive at the most likely leadership styles adopted by this respondent. Remember that this is based purely on temperament and cannot take training into account.



Weighted modelling suggests SERVANT and TRANSFORMATIONAL as the most applicable leadership styles.

## DOMINANT NEEDS

It is possible to assess the most prominent personal need that the an individual wishes to fulfil in a leadership role. McLennan identified needs that are similar to Maslow's primary drives and translated them into leadership behaviour. Applying McLennan's model of dominant needs to this profile, we arrive at:

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.

This is what will tend to drive this individual to perform and maintain their motivation and work satisfaction. In a role that fails to allow the expression of this need, dissatisfaction is likely.

# LEADERSHIP STYLES

## SITUATIONAL LEADERSHIP

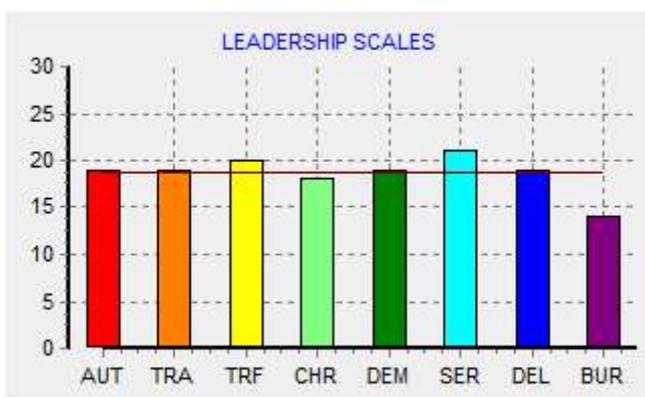
Finally, this profile can be applied to the Situational Leadership model and, here, we also get a most likely style.

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.

Hersey and Blanchard envisaged a leader who was flexible and able to apply their four styles in the appropriate situation. The four styles are most appropriately applied in teams or workgroups with various levels of maturity and independence.

## LEADERSHIP SCALES

The leadership scales calculated to assess the respondent's match are shown here. These are based on the five scale dimensions shown on the previous page.



### Low Differentiation

The leadership styles are not well differentiated suggesting that selecting the highest model score will be, at best, an arbitrary and possibly inaccurate identification of the most likely style.

## 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.

## INSIGHT

Undifferentiated leadership style indices suggest a certain versatility in leadership approach. This aligns well with Hersey and Blanchard's situational model and may suggest the respondent's ability to apply different leadership styles in different situations. The key indices in making a decision on leadership approach have been briefly raised but bear amplification. When subordinates are adequately trained and experienced, the variability of the task defines the optimal style. Highly variable tasks call for more participation while routine or fixed tasks are more suitably led by a more directive style. Low experience in subordinates always calls for a developmental style but, again, this depends on the complexity and variability of tasks. Ultimately, the two principle axes in this model will guide this with task complexity vertical (low at the top) and subordinate experience on the horizontal (high on the left). Servant leadership is optimal when both are high.

# COACHING SUGGESTIONS

## 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 this test profile, these are some pointers that may be useful in directing further development.

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.

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.