

CPI™

FORM 434

CONFIGURAL ANALYSIS REPORT AN INTERPRETATION OF SCALE COMBINATIONS

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Prepared for

RUSSELL SAMPLE

(ID # 10894521)

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This program for interpreting the CPI™ instrument is intended for professional psychologists and others who are qualified to use complex multivariate tools of assessment. In addition to a general background in personality theory and assessment methodology, as well as supervised experience in the analysis of individual test data, persons using this program should be familiar with the CPI instrument itself, and with major sources of information concerning the inventory. These sources include, in particular, *The California Psychological Inventory™ Administrator's Guide* (Gough, 1987), *The California Psychological Inventory™ Manual* (Gough & Bradley, 1996), *The California Psychological Inventory™ Handbook* (Megargee, 1972), *A Practical Guide to CPI™ Interpretation* (McAllister, 1996), and *The CPI™ Applications Guide* (Meyer & Davis, 1992).

This narrative report has six parts or sections. In Part I, the reliability of the protocol is examined. In Part II, the protocol is classified with respect to type and level. In Part III, an analysis is presented of the individual's scores on the 20 folk concept scales. In Part IV, seven special purpose scales are described. In Part V, an estimate based on the CPI instrument is given of the way in which a benevolent and knowledgeable observer would describe this person on the 100 items in the California Q-set (Block, 1961). In Part VI, interpretive hypotheses derived from configurations or combinations of two or more scales are presented.



PART I

Reliability of the protocol

The protocol has been reviewed for unreliability, whether caused by an overly favorable self-portrait, an unduly critical self-representation, or the giving of too many atypical and possibly random responses. **The protocol shows no evidence of invalidity.** The number of items left blank was 4.

PART II

Classification for type and level

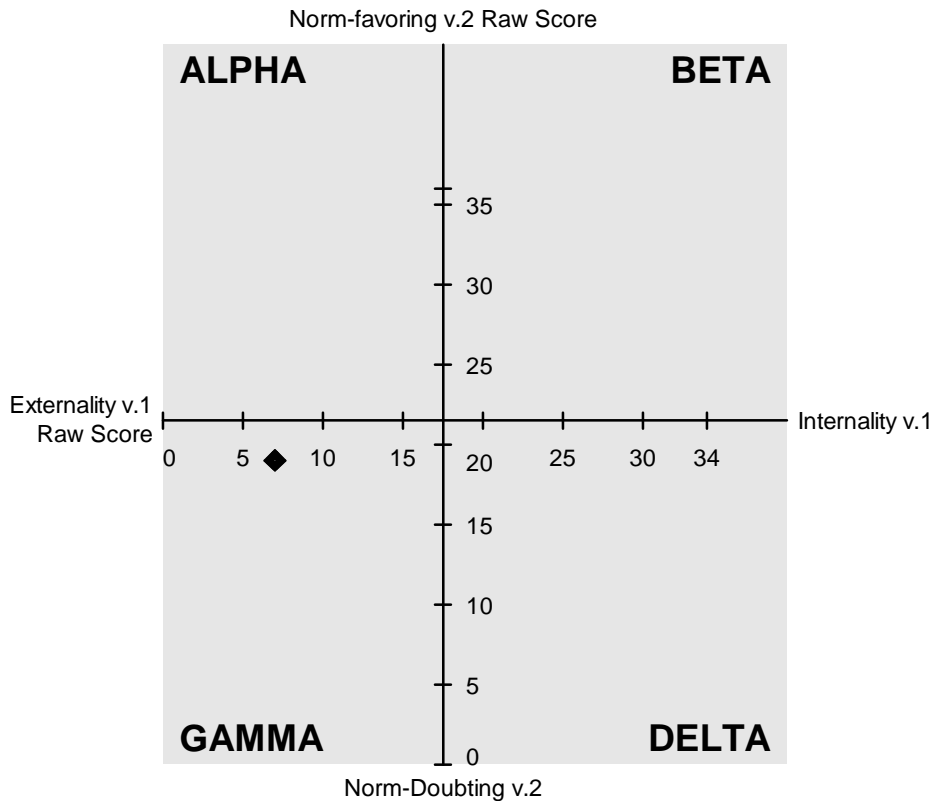
Psychometric and conceptual analyses of the CPI instrument have identified three basic dimensions underlying scores on the folk and special purpose scales. Two of these themes are manifestations of fundamental orientations—toward people and toward societal values. The third is an indicator of ego integration or competence as seen by others, or self-realization as seen by the respondent. Each dimension is assessed by a scale uncorrelated with (or orthogonal to) the other two. These vector or dimensional scales (called v.1, v.2, and v.3), taken together, define a theoretical model of personality structure called the 3-vector or cuboid model because of its geometric form.

The first vector scale (v.1) assesses a continuum going from a participative, involved, and extraversive orientation at the low end, to a detached, internal, and introversive orientation at the high pole. The second vector scale (v.2) assesses a continuum going from a norm-questioning, rule-doubting orientation at one extreme, to a norm-accepting, rule-favoring orientation at the other. Bivariate classification according to scores on v.1 and v.2 gives rise to four lifestyles or ways of living, called the Alpha, Beta, Gamma, and Delta. When scores on v.1 and v.2 are close to the cutting points, lifestyle classifications may be ambiguous, and/or mutable. Each type or lifestyle has its own specific modes of self-actualization and its own specific modes of psychopathology. Level of ego integration or self-realization is indicated by scores on the v.3 scale. The higher the score on v.3, the greater the individual's sense of self-realization or fulfillment. The lower the score on v.3, the more likely that the respondent has feelings of inefficacy, alienation, and dissatisfaction.

CLASSIFICATIONS SPECIFIC TO RUSSELL SAMPLE

Classification for type: **Gamma**
 Classification for level: **6**
 Type and Level Scores:

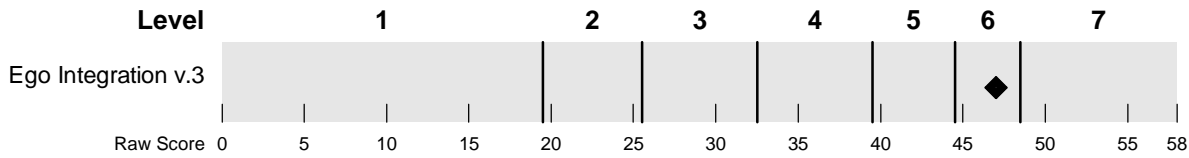
Raw	Standard	
7	31	v.1 (internality)
19	45	v.2 (norm-favoring)
47	67	v.3 (ego integration)



The scores on v.1 and v.2 obtained by RUSSELL SAMPLE place him in the Gamma quadrant, as shown above. The following brief description of the Gamma type gives some of the important implications of this classification.

The Gamma type or lifestyle is defined by below average scores on vector 1, and below average scores on vector 2. Gammas, therefore, tend to be involved, participative, and rule questioning. At their best, they are adept in spotting the flaws and incongruities in conventions, including those of the workplace, and nearly always are eager for change and innovation. They are also creative in their own thinking and behavior, and persuasive in convincing others that change is needed. At their worst (low scores on v.3), they resist the control or advice of others, and are apt to behave in impulsive and self-serving ways.

RUSSELL SAMPLE
GAMMA 6 MALE



In regard to ego integration as indicated by the v.3 scale score, RUSSELL SAMPLE is at **level 6**, suggesting a **distinctly favorable** realization of the potentialities of his type. For persons at this level, one can expect excellent cognitive abilities, perceptiveness about both ideas and people, and good aptitude for creative thinking.

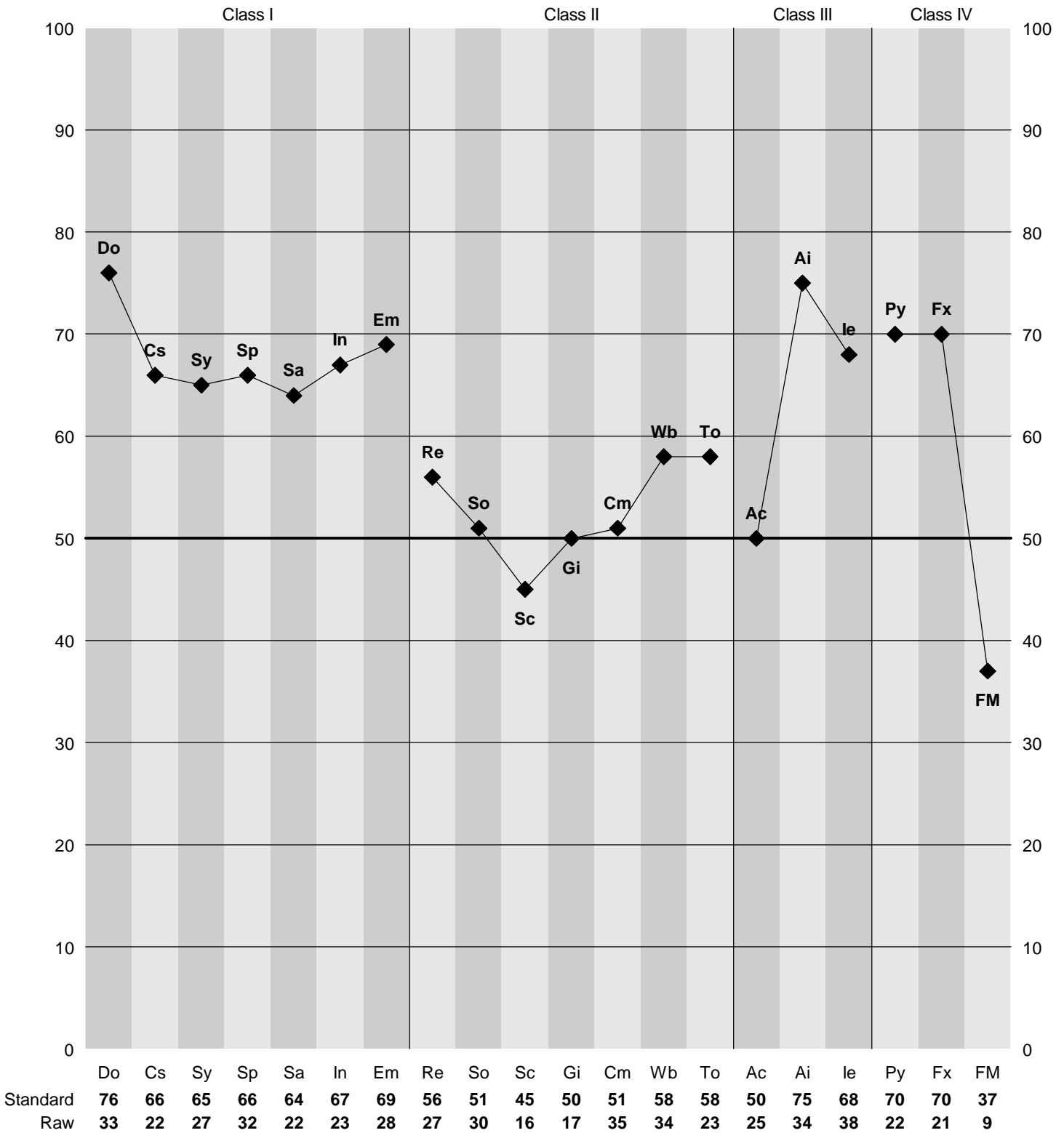
PART III

Interpretation of the 20 folk scales

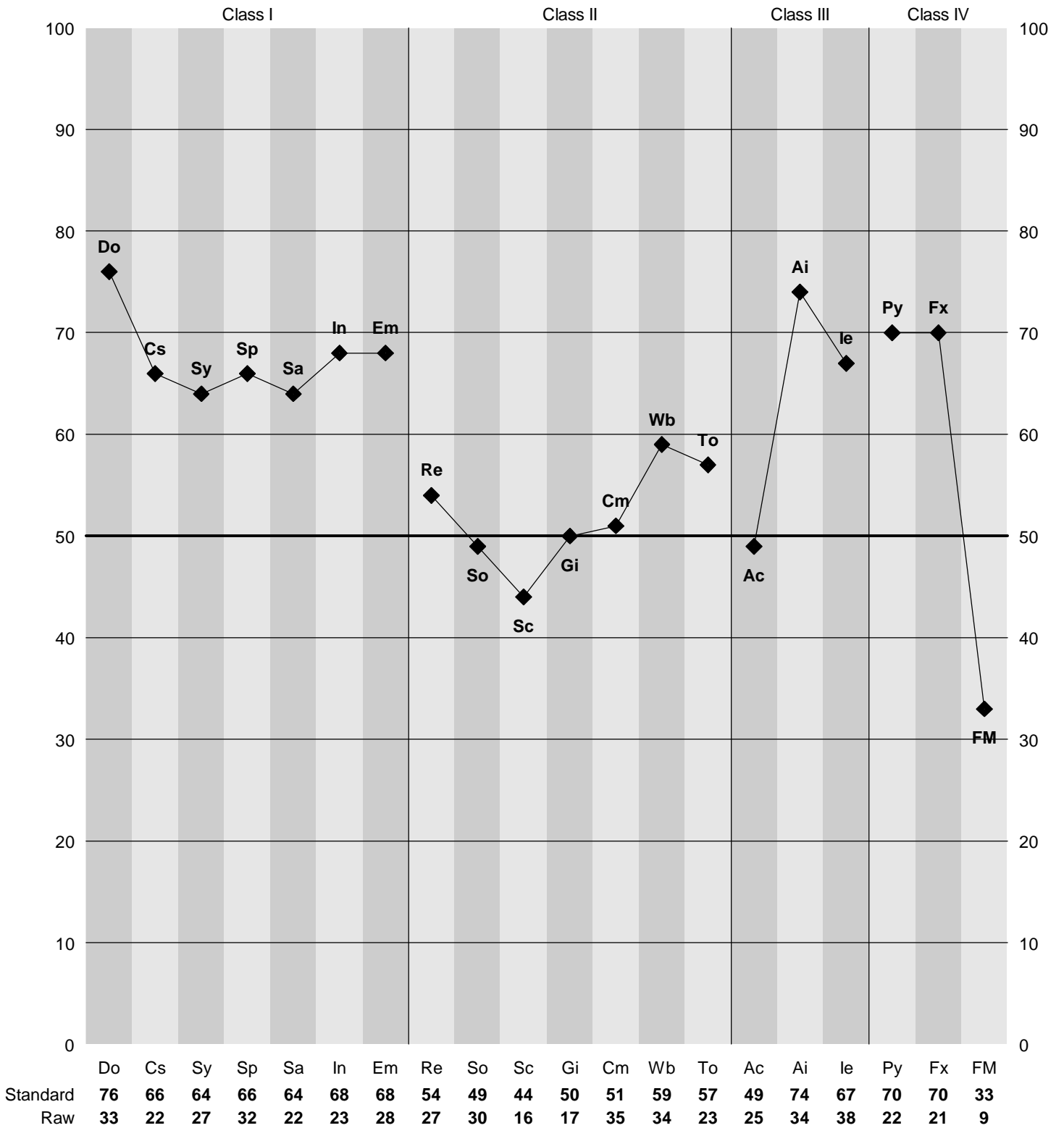
The type and level classifications given just above furnish initial guidance for interpreting this protocol. The specific comments presented here in Part III should be coordinated with the prior type/level heuristics. Let us now turn to the profile of 20 folk concept scales, attending to the four regions of the profile sheet, and to the scales within each sector. A professional, individuated interpretation can, of course, go farther than this, taking account of patterns and configurations among the scales. Two excellent sources of information for configural hypotheses are the monographs by McAllister (1996), and Meyer and Davis (1992). Important information can also be gleaned, however, from a sequential reading of the scales on the profile sheet. This analysis of each of the 20 scales will lead to more specific comments than can be derived from type and level alone.

**RUSSELL SAMPLE
GAMMA 6 MALE**

PROFILE BASED ON NORMS FOR MALES



PROFILE BASED ON TOTAL NORMS



Class I Scales and Interpretation

The first sector of the profile contains scales assessing interpersonal style and manner of dealing with others. From an analysis of the seven scales in this region of the profile we can get an impression of how he approaches others, and of qualities such as self-confidence, poise, and initiative.

From the standard scores for each scale, some inferences about RUSSELL SAMPLE may now be proposed:

CLASS I SCALES

Dominance (Do) 76

- is assertive, forceful, and self-confident
- takes the initiative and gets things done
- is typically a leader; likes to give advice

Capacity for Status (Cs) 66

- is ambitious, alert to opportunity, and enterprising
- tends to be individualistic
- is aggressive in seeking personal goals; values power and status

Sociability (Sy) 65

- likes to be with people
- is often witty and animated
- has a stable, optimistic view of life
- gets along well with others

Social Presence (Sp) 66

- is spontaneous, versatile, and clever
- is verbally fluent and articulate, at ease in nearly any situation
- is adventurous; likes excitement

Self-Acceptance (Sa) 64

- is sure of self and at ease in most situations
- presents self well
- is verbally fluent
- is versatile in interpersonal relationships—can take the initiative or can defer to others

Independence (In) 67

- is strongly independent and resourceful
- has no hesitation about differing with or standing apart from others
- is assertive and articulate
- sets high goals for self and usually attains them

Empathy (Em) 69

- is insightful concerning how others feel and think
- is quick to respond to social nuances
- is pleasant to be with
- has a wide range of interests
- is outgoing and sociable
- has progressive views on most issues

Class II Scales and Interpretation

The next sector of the profile contains scales pertaining to the internalization and endorsement of normative conventions, including norms related to self-presentation. From an analysis of scores in this region, we can obtain an impression of how he views social norms and how his conduct is affected by these considerations.

CLASS II SCALES

Responsibility (Re) 56

- is a conscientious, well-organized person
- takes duties and obligations seriously
- is usually uncomplaining and in good spirits
- behaves in a cooperative, helpful way

Socialization (So) 51

- is not strongly characterized by either social conformity or its opposite
- depending upon skills and talents, can be creative and independent in seeing things in new ways and suggesting innovations

Self-Control (Sc) 45

- likes excitement and stimulation
- is pleasure-seeking and adventurous
- expresses feelings and emotions freely
- is relatively uninhibited in regard to aggressive and erotic impulses
- may impress others as too daring and venturesome

Good Impression (Gi) 50

- is not strongly characterized by concerns over making a good impression
- behaves in a more or less natural way, claiming some virtues while acknowledging some flaws

Communality (Cm) 51

- has responded to a set of consensually-defined items in approximate agreement with the modal pattern of answers

Well-Being (Wb) 58

- feels self to be generally in good health
- is industrious, enterprising, and capable of productive effort
- is not given to worry or anxiety about personal problems

Tolerance (To) 58

- is direct and open in behavior
- is tolerant concerning defects in others
- puts intellectual stress on being fair-minded and non-judgmental, even if internal feelings are critical
- is seen by others as honest and reliable

Class III Scales and Interpretation

The third sector of the profile sheet contains three scales pertaining to cognitive/intellectual functioning and the need for achievement in either structured or open situations. From an analysis of scores in this region we can obtain an impression of how he behaves with respect to these matters.

CLASS III SCALES

Achievement via Conformance (Ac) 50

- is not strongly characterized by either a need for conventional achievement or its absence
- usually performs about at the level to be expected from own talents and abilities
- is reasonably efficient and persevering

Achievement via Independence (Ai) 75

- has a wide range of interests, independent ways of thinking, and a strong desire to do well in settings where ingenuity and innovation are favored
- will show excellent achievement
- is intelligent, clear-thinking, and imaginative

Intellectual Efficiency (Ie) 68

- is an intelligent, resourceful, clear-thinking person
- is verbally fluent, with a flair for discussion and analysis
- feels sure of self, equal to nearly any challenge
- has a stable, optimistic view of the future

Class IV Scales and Interpretation

The final sector of the profile sheet contains three scales that assess broadly stylistic or qualitative aspects of thinking and behavior. The scores on these scales have implications in their own right, but also serve to color or even modify the expectations attached to higher or lower scores on the preceding scales. The inferences proposed for RUSSELL SAMPLE from each scale are these:

CLASS IV SCALES

Psychological Mindedness (Py) 70

- is insightful about people, is a good judge of others
- is intelligent, and values intellectual endeavor
- has high personal aspirations and does well in most situations
- is somewhat individualistic; may be seen by others as lacking in warmth or compassion

Flexibility (Fx) 70

- likes change and variety, and responds with frustration and irritation to routine
- impresses others as intelligent, but also as complicated and unpredictable
- has progressive, even avant-garde views and a wide range of interests

Femininity/Masculinity (FM) 37

- is a forceful, vigorous, and robust person who prefers action to contemplation
- is not reflective or imaginative, takes things as they are
- copes well with stress and challenge, but less well with criticism and complications in interpersonal relationships

PART IV

Seven special purpose scales

From time to time, various special purpose scales and indices have been and will continue to be developed. These measures will not always be relevant to the purposes of testing, but in certain circumstances they may be quite informative. At the present time, seven special purpose scales are included in the Configural Analysis Report. Three of them (Managerial Potential, Work Orientation, and Law Enforcement Orientation) are directly related to occupational issues. The other four pertain to creativity, leadership, amicability, and the tender versus tough-minded continuum. Published accounts for Mp, Wo, CT, and Lp are cited in the references (see last page), and reports are being developed for Ami, Leo, and Tm.

SCALES AND INTERPRETATION

Scale	Raw Score	Standard Score for Males	Standard Score for Total Norms	Interpretation
Managerial Potential (Mp)	27	66	66	<ul style="list-style-type: none"> • well above average in managerial potential and talent • will be seen by others as enterprising, clear-thinking, and resourceful
Work Orientation (Wo)	28	50	51	<ul style="list-style-type: none"> • average in work orientation, diligence, and conscientiousness
Creative Temperament (CT)	35	78	78	<ul style="list-style-type: none"> • high in creative temperament; seeks change and variety • will be seen by others as imaginative, individualistic, and unconventional
Leadership Potential (Lp)	56	61	61	<ul style="list-style-type: none"> • above average leadership skills and potential
Amicability (Ami)	18	43	43	<ul style="list-style-type: none"> • somewhat self-centered and headstrong • tends to distrust others and to doubt their good intentions
Law Enforcement Orientation (Leo)	29	60	62	<ul style="list-style-type: none"> • is comfortable with societal rules and regulations • accepts supervision easily • likes things to be well-organized and clearly structured • has pragmatic, utilitarian values
Tough-Mindedness (Tm)	25	58	60	<ul style="list-style-type: none"> • in decision-making, values facts and evidence more than emotions and feelings • thorough and industrious • holds firmly to own beliefs and opinions

PART V

A Q-sort description based on the CPI™ instrument

In Part II of this narrative (the section giving the type and level), broad or orienting notions about this person were presented. Then in Part III (the profile of scores on the folk concept scales) and in Part IV (scores on the special purpose scales), more specific comments about this person's psychological attributes were given. Now, in Part V, we go on to a fully individuated reading of the protocol, making use of the 100 descriptive items found in Block's (1961) California Q-set. From the CPI instrument, an estimate has been made of how each of the 100 items would be Q-sorted by someone in a position to know this person, for example, a close friend, a parent, a spouse, a counselor, or a co-worker. The goal in this analysis is to give an accurate and benevolent description of the person tested.

Block's method calls for placing the items in nine groupings, according to relevance or saliency. The five items believed to be most descriptive are placed in Category 9, then the eight items believed to be next in descriptive relevance are placed in Category 8. This sorting is continued down to Category 1, which contains the five items considered to be least relevant or salient. If the category numbers (9, 8, 7, etc.) are used as scores for each item, the Q-sorting based on the CPI instrument can be correlated with any other Q-sorting of this person.

In the text below, each Q-set item is identified by its number, and at the end of the item (in parentheses) the estimate based on the CPI instrument is given.

Q-SORTED DESCRIPTIONS

Category 9—Extremely characteristic or salient

Item # Q-set item text and estimate placement value

- 96. Values own independence and autonomy. (7.93)
- 98. Is verbally fluent; can express ideas well. (7.79)
- 52. Behaves in an assertive fashion. (7.70)
- 92. Has social poise and presence; appears socially at ease. (7.51)
- 3. Has a wide range of interests. (7.47)

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Q-SORTED DESCRIPTIONS (CONTINUED)

Category 8—Quite characteristic or salient

Item # Q-set item text and estimate placement value

- 57. Is an interesting, arresting person. (7.43)
- 66. Enjoys esthetic impressions; is esthetically reactive. (7.30)
- 54. Emphasizes being with others; gregarious. (7.14)
- 71. Has high aspiration level for self. (6.98)
- 18. Initiates humor. (6.84)
- 91. Is power oriented; values power in self or others. (6.83)
- 80. Interested in members of the opposite sex. (6.77)
- 64. Is socially perceptive of a wide range of interpersonal cues. (6.73)

Category 7—Fairly characteristic or salient

Item # Q-set item text and estimate placement value

- 58. Enjoys sensuous experiences (including touch, taste, smell, physical contact). (6.72)
- 88. Is personally charming. (6.70)
- 51. Genuinely values intellectual and cognitive matters. (6.67)
- 26. Is productive; gets things done. (6.61)
- 81. Is physically attractive; good-looking. (6.54)
- 4. Is a talkative individual. (6.51)
- 8. Appears to have a high degree of intellectual capacity. (6.30)
- 56. Responds to humor. (6.30)
- 15. Is skilled in social techniques of imaginative play, pretending, and humor. (6.28)
- 43. Is facially and/or gesturally expressive. (6.25)
- 67. Is self-indulgent. (6.12)
- 35. Has warmth; has the capacity for close relationships; compassionate. (6.07)

Category 6—Somewhat characteristic or salient

Item # Q-set item text and estimate placement value

- 44. Evaluates the motivation of others in interpreting situations. (6.04)
- 28. Tends to arouse liking and acceptance in people. (6.03)
- 60. Has insight into own motives and behavior. (6.03)
- 74. Is subjectively unaware of self-concern; feels satisfied with self. (6.02)
- 83. Able to see to the heart of important problems. (5.99)
- 84. Is cheerful. (5.90)
- 2. Is a genuinely dependable and responsible person. (5.85)
- 62. Tends to be rebellious and non-conforming. (5.70)
- 1. Is critical, skeptical, not easily impressed. (5.66)
- 95. Tends to proffer advice. (5.66)
- 20. Has a rapid personal tempo; behaves and acts quickly. (5.65)
- 82. Has fluctuating moods. (5.62)
- 90. Is concerned with philosophical problems; e.g., religions, values, the meaning of life, etc. (5.62)
- 99. Is self-dramatizing; histrionic. (5.61)
- 69. Is sensitive to anything that can be construed as a demand. (5.59)
- 73. Tends to perceive many different contexts in sexual terms; eroticizes situations. (5.54)

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Q-SORTED DESCRIPTIONS (CONTINUED)

Category 5—Relatively neutral or unimportant

Item # Q-set item text and estimate placement value

- 53. Various needs tend toward relatively direct and uncontrolled expression; unable to delay gratification. (5.53)
- 31. Regards self as physically attractive. (5.50)
- 89. Compares self to others. Is alert to real or fancied differences between self and other people. (5.43)
- 29. Is turned to for advice and reassurance. (5.32)
- 24. Prides self on being "objective," rational. (5.31)
- 94. Expresses hostile feelings directly. (5.25)
- 72. Concerned with own adequacy as a person, either at conscious or unconscious levels. (5.08)
- 17. Behaves in a sympathetic or considerate manner. (5.07)
- 33. Is calm, relaxed in manner. (5.04)
- 32. Seems to be aware of the impression he makes on others. (5.01)
- 61. Creates and exploits dependency in people. (5.00)
- 85. Emphasizes communication through action and non-verbal behavior. (4.94)
- 27. Shows condescending behavior in relations with others. (4.82)
- 75. Has a clear-cut, internally consistent personality. (4.82)
- 65. Characteristically pushes and tries to stretch limits; sees what he can get away with. (4.77)
- 49. Is basically distrustful of people in general; questions their motivations. (4.75)
- 39. Thinks and associates to ideas in unusual ways; has unconventional thought processes. (4.74)
- 87. Interprets basically simple and clear-cut situations in complicated and particularizing ways. (4.58)

Category 4—Somewhat uncharacteristic or salient

Item # Q-set item text and estimate placement value

- 25. Tends toward over-control of needs and impulses; binds tensions excessively; delays gratification unnecessarily. (4.48)
- 86. Handles anxiety and conflicts by, in effect, refusing to recognize their presence; repressive or dissociative tendencies. (4.46)
- 12. Tends to be self-defensive. (4.43)
- 16. Is introspective and concerned with self as an object. (4.35)
- 46. Engages in personal fantasy and daydreams, fictional speculations. (4.32)
- 59. Is concerned with own body and the adequacy of its physiological functioning. (4.14)
- 6. Is fastidious. (4.10)
- 76. Tends to project his own feelings and motivations onto others. (4.06)
- 23. Extrapunitive; tends to transfer or project blame. (4.04)
- 37. Is guileful and deceitful, manipulative, opportunistic. (3.90)
- 70. Behaves in an ethically consistent manner; is consistent with own personal standards. (3.81)
- 13. Is sensitive to anything that can be construed as criticism or an interpersonal slight. (3.74)
- 93. Behaves in a masculine style and manner. (3.74)
- 77. Appears straightforward, forthright, candid in dealing with others. (3.66)
- 11. Is protective of those close to him. (3.63)
- 50. Is unpredictable and changeable in behavior and attitudes. (3.61)

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Q-SORTED DESCRIPTIONS (CONTINUED)

Category 3—Fairly uncharacteristic or negatively salient

Item # Q-set item text and estimate placement value

- 19. Seeks reassurance from others. (3.59)
- 100. Does not vary roles; relates to everyone in the same way. (3.59)
- 79. Tends to ruminate and have persistent, preoccupying thoughts. (3.54)
- 34. Over-reactive to minor frustrations; irritable. (3.46)
- 41. Is moralistic. (3.45)
- 38. Has hostility towards others. (3.44)
- 48. Keeps people at a distance; avoids close interpersonal relationships. (3.38)
- 5. Behaves in a giving way toward others. (3.36)
- 97. Is emotionally bland; has flattened affect. (3.32)
- 10. Anxiety and tension find outlet in bodily symptoms. (3.11)
- 21. Arouses nurturant feelings in others. (3.11)
- 68. Is basically anxious. (3.11)

Category 2—Quite uncharacteristic or negatively salient

Item # Q-set item text and estimate placement value

- 36. Is subtly negativistic; tends to undermine and obstruct or sabotage. (2.93)
- 7. Favors conservative values in a variety of areas. (2.87)
- 63. Judges self and others in conventional terms such as "popularity," "the correct thing to do," social pressures, etc. (2.86)
- 9. Is uncomfortable with uncertainty and complexities. (2.82)
- 47. Has a readiness to feel guilty. (2.81)
- 30. Gives up and withdraws where possible in the face of frustration and adversity. (2.58)
- 22. Feels a lack of personal meaning in life. (2.50)
- 45. Has a brittle ego-defense system; has a small reserve of integration; would be disorganized and maladaptive when under stress or trauma. (2.43)

Category 1—Extremely uncharacteristic or negatively salient

Item # Q-set item text and estimate placement value

- 55. Is self-defeating. (2.20)
- 40. Is vulnerable to real or fancied threat; generally fearful. (2.16)
- 78. Feels cheated and victimized by life; self-pitying. (2.06)
- 42. Reluctant to commit self to any definite course of action; tends to delay or avoid action. (2.03)
- 14. Genuinely submissive; accepts domination comfortably. (1.78)

PART VI

Configural analysis

A scale combinations interpretation

Part VI is based closely upon *A Practical Guide to CPI™ Interpretation, Third Edition* (McAllister, 1996). These interpretive hypothesis are derived from configurations of two or more scales, and are presented here in two distinct sections. Hypotheses derived from empirical research will be considered first, followed by more speculative hypotheses developed by McAllister and his colleagues. In general, comments will be restricted only to those configurations on which RUSSELL SAMPLE has obtained extreme scores.

A disclaimer is in order: As scale configurations are inherently less stable than scores on individual scales, the remaining comments, particularly those in the speculative section, must be considered as tentative.

EMPIRICALLY BASED HYPOTHESES

■ **High**

Dominance 76

Capacity for Status 66

Social Presence 66

- appears to be an executive type who seeks attention through the power of being in charge
- enjoys being at the center of attention
- is likely to be a spirited, high-energy go-getter who is both persuasive and socially charismatic

■ **High**

Dominance 76

Sociability 65

- exhibits strong, out-front leadership qualities
- appears outgoing; demonstrates initiative
- is likely to exercise dominance through people
- is likely to enjoy directing, advising, and coordinating the activities of others

SPECULATIVE HYPOTHESES

■ **High**

Dominance 76

Capacity for Status 66

- may appear arrogant, imperious and superior
- may want to be approached and asked for expertise and information

■ **High**

Dominance 76

Empathy 69

Psychological-mindedness 70

- tempers dominance with a degree of sensitivity to others
- is assertive and dominant, though not likely to come off as overly authoritarian or heavy-handed

■ **High**

Dominance 76

Sociability 65

Social Presence 66

Empathy 69

- is effective as a team builder and team leader
- can integrate different opinions and keep team members on track

■ **High**

Dominance 76

Self-acceptance 64

- is assertively and straightforwardly cocky, egotistical, and arrogant
- has a high opinion of self and may sometimes underestimate the difficulty of things or overestimate own capabilities

■ **High**

Dominance 76

Social Presence 66

Self-acceptance 64

- may be seen as an assertive, competitive individual who displays dominance in an active, out-front, energetic manner
- is likely to have a strong need to win and may be seen as cocky and egotistical

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- **High**
Dominance 76
Self-acceptance 64
Achievement via Independence 75
 - is likely to be an independent performer who needs to run his own show
 - appears creative or original
 - may need to be seen as both powerful and unique
 - may be a sophisticated entrepreneur, an actor, or a politician, who is skilled at manipulating people

- **High** **Low**
Dominance 76 **Femininity/Masculinity 37**
 - is domineering, pushy, and blunt
 - can be insensitive and impatient toward others

- **High**
Capacity for Status 66
Social Presence 66
 - may seem arrogant
 - is likely to need attention, recognition, and power

- **High**
Capacity for Status 66
Self-acceptance 64
 - probably handles pressure well

- **High**
Social Presence 66
Self-acceptance 64
 - may be insecure and possess a strong need to prove himself
 - is likely to fear failure or rejection and may have difficulty bouncing back from mistakes or lack of success
 - may be a prima donna who can easily be swayed by flattery
 - may be a good salesperson

- **High**
Independence 67
Achievement via Independence 75
 - may be independent and a lone wolf, preferring to gain success through his own endeavors rather than through others
 - is non-affiliative in orientation

- **High**
Empathy 69
Psychological-mindedness 70
 - is likely to be quite effective at reading others and responding accurately to their needs

- **High**
Empathy 69

 - is likely to perceive and understand the feelings, needs, and concerns of others, but may mask his empathic capabilities behind a more competitive, tough-minded demeanor
 - may create a confused identity in the eyes of others who sense that he is capable of empathy but does not show it consistently

- **High**
Achievement via Independence 75
Flexibility 70

 - is likely to be independent, versatile, innovative, and adaptable
 - craves variety and change in his work
 - may sometimes take on too much
 - might occasionally overlook details
 - tends to move quickly from one task or project to the next and can be distractible
 - may not exhibit consistent follow-through

- **High**
Achievement via Independence 75
Psychological-mindedness 70

 - tends to be very rational, analytical, clear-thinking, and logical
 - appreciates and deals effectively with complex issues

- **High**
Intellectual Efficiency 68
Psychological-mindedness 70

 - may appear aloof and detached
 - is likely to be intellectually efficient, but may respect people in general rather than on an individual person basis
 - may appear to dislike one-on-one interaction
 - is more task than people-oriented
 - may be out of touch with his own feelings and is unlikely to get involved with other peoples' needs

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