

CPI™ 434

CONFIGURAL ANALYSIS REPORT

AN INTERPRETATION OF SCALE COMBINATIONS

by Harrison Gough and Loring McAllister

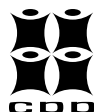
Prepared for

J. SAMPLE

September 30, 2026

The CPI™ 434 Configural Analysis Report is based on responses to the *California Psychological Inventory™* (CPI™). Empirical research extending over five decades demonstrates that a person's responses to the assessment items are predictive of how that person is likely to be perceived by others and how they typically behave in interpersonal, social, and leadership situations. The *California Psychological Inventory™ Manual*, by Harrison Gough and Pamela Bradley (The Myers-Briggs Company, 1996), is recommended for readers interested in obtaining more knowledge of the CPI assessment and other resources.

The report has six parts. 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 of the individual's scores on 20 folk scales is presented. In Part IV, seven special-purpose scales are described. In Part V, an estimate based on the CPI assessment is given of the way in which a benevolent and knowledgeable observer would describe J. Sample on the 100 items in Jack Block's California Q-set. In Part VI, interpretive hypotheses derived from configurations, or combinations, of two or more scales are presented.



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PART I

Reliability of the protocol

The CPI™ protocol has been reviewed for unreliability, whether caused by an overly favorable self-portrait, an unduly critical self-presentation, 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 0.

PART II

Classification for type and level

Psychometric and conceptual analyses have revealed three dimensions underlying responses to the CPI assessment: fundamental orientations toward the shared interpersonal world, toward the values and folkways of that world, and toward oneself. Each dimension, or vector, is assessed by a scale that is correlated with the other two. These vectors (called v.1, v.2, and v.3), when taken together, define a theoretical model of personality structure with four ways of living, each with seven levels of actualization.

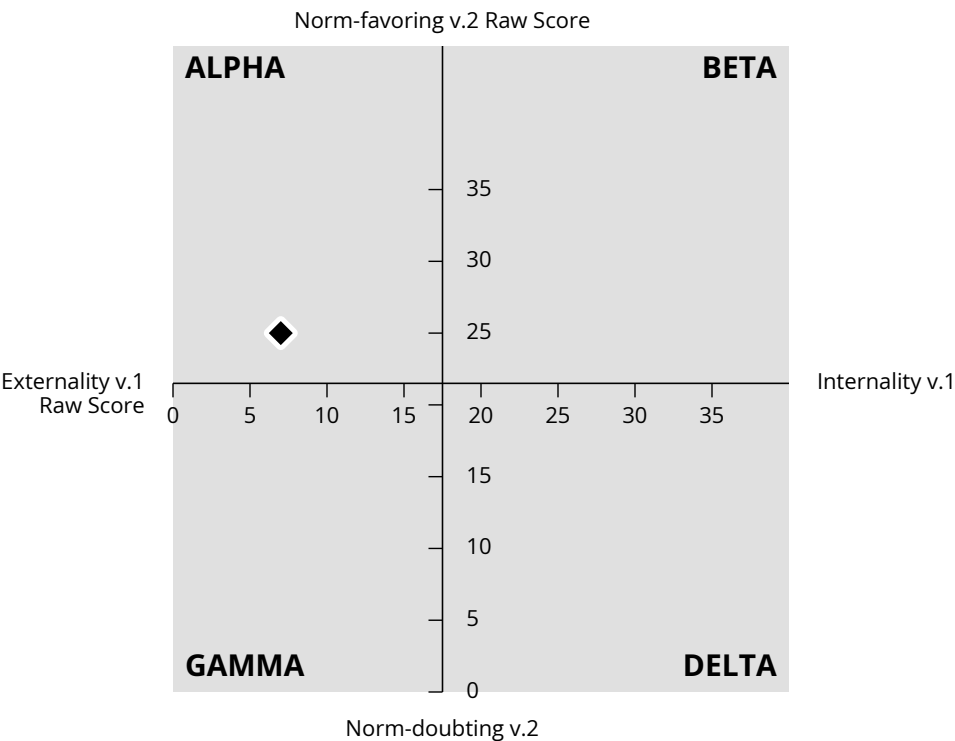
The first vector scale (v.1) assesses a continuum going from a participative, involved, and extraversive orientation at the low end to a detached, internal, and introversive orientation at the high end. The second vector scale (v.2) assesses a continuum going from a norm-questioning, rule-doubting orientation 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 Alpha, Beta, Gamma, and Delta. When scores on v.1 and v.2 are close to the cutoff points, lifestyle classifications may be ambiguous or mutable. Each type or lifestyle has its own specific modes of self-actualization and its own specific modes of psychopathology.

The third vector scale (v.3) assesses feelings of self-realization, or self-actualization, as experienced by the respondent. The higher the score on v.3, the stronger are feelings of fulfillment. The lower the score on v.3, the more likely that the respondent has feelings of inefficacy, alienation, and dissatisfaction. To acquaintances and associates, the v.3 scale is an indicator of psychological competence. To professional observers, higher scores on v.3 are indicative of ego integration and resilience.

CLASSIFICATIONS SPECIFIC TO J. SAMPLE

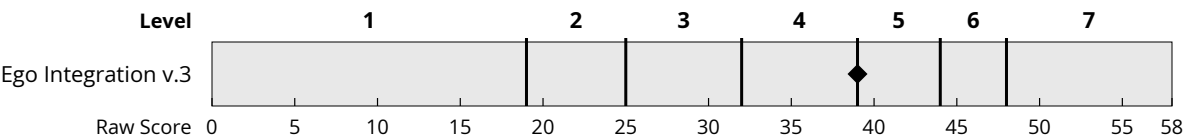
Classification for type: **Alpha**
Classification for level: **4**

Type and Level Scores:	Raw	Standard	
	7	31	v.1 (internality)
	25	56	v.2 (norm-favoring)
	39	58	v.3 (ego integration)



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

The Alpha type or lifestyle is defined by below-average scores on vector 1 and above-average scores on vector 2. Alphas, therefore, tend to be involved, participative, entrepreneurial, and rule-favoring. At their best, they can be charismatic leaders and instigators of constructive social action. At their worst (low scores on v.3), they are rigid in their beliefs, intolerant of those who think differently, authoritarian and punitive, and seemingly incapable of introspection or candid self-evaluation.



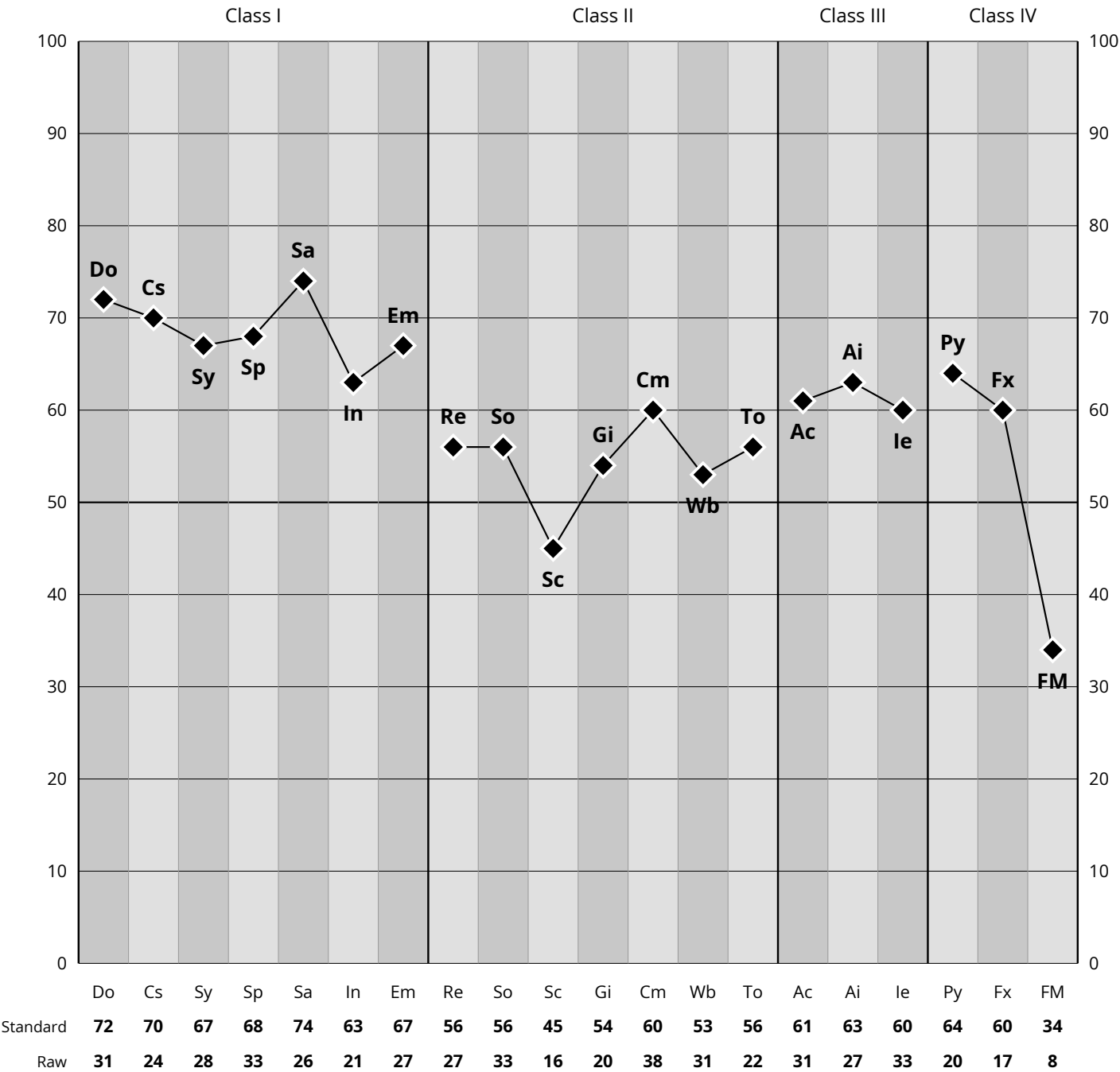
In regard to ego integration as indicated by the v.3 scale score, J. Sample is at **level 4**, suggesting an **average** realization of the potentialities of the type. For persons at this level, one can expect average initiative and self-confidence, plus an aptitude for developing good leadership skills.

PART III

Interpretation of the 20 folk scales

Type and level classifications furnish initial guidance for interpreting this protocol; the specific comments presented in Part III should be coordinated with the prior type and level heuristics. The CPI assessment looks at personal attributes based on 20 folk concepts, or constructs about personality that people use to comprehend their own behavior and that of others. These 20 folk scales are grouped into four classes: dealing with others, self-presentation, motivations and thinking styles, and broad behavioral styles. While a professional, individuated interpretation can, of course, go farther than this, taking account of patterns and configurations among the scales, important information can also be gleaned from a sequential reading of the scales. This analysis of each of the 20 scales will lead to more specific comments than can be derived from type and level alone.

PROFILE BASED ON NORMS FOR MALES



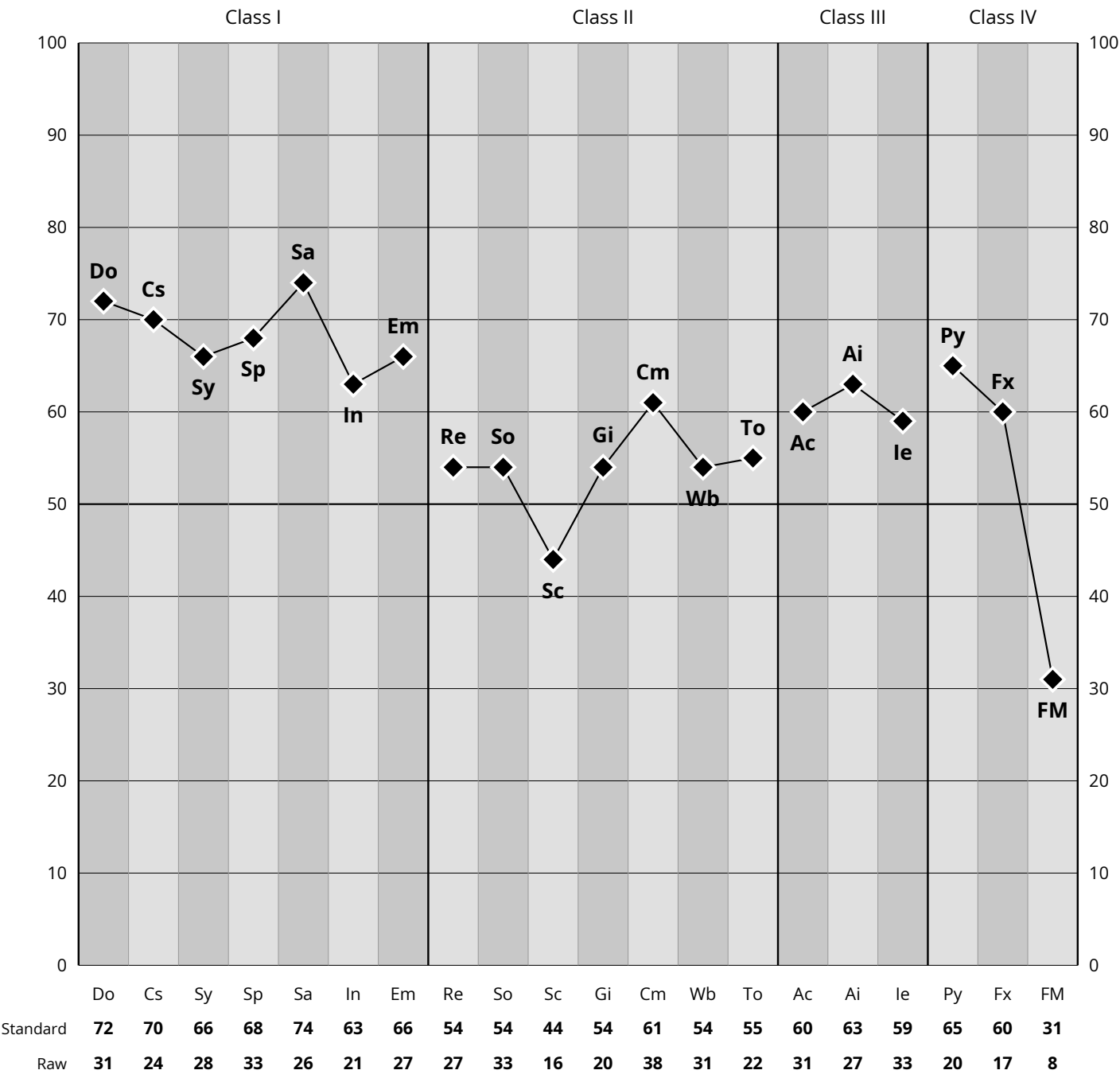
Class I Scales: Dominance (Do), Capacity for Status (Cs), Sociability (Sy), Social Presence (Sp), Self-acceptance (Sa), Independence (In), Empathy (Em)

Class II Scales: Responsibility (Re), Socialization (So), Self-control (Sc), Good Impression (Gi), Communality (Cm), Well-being (Wb), Tolerance (To)

Class III Scales: Achievement via Conformance (Ac), Achievement via Independence (Ai), Intellectual Efficiency (Ie)

Class IV Scales: Psychological-mindedness (Py), Flexibility (Fx), Femininity/Masculinity (FM)

PROFILE BASED ON TOTAL NORMS



Class I Scales: Dominance (Do), Capacity for Status (Cs), Sociability (Sy), Social Presence (Sp), Self-acceptance (Sa), Independence (In), Empathy (Em)

Class II Scales: Responsibility (Re), Socialization (So), Self-control (Sc), Good Impression (Gi), Communality (Cm), Well-being (Wb), Tolerance (To)

Class III Scales: Achievement via Conformance (Ac), Achievement via Independence (Ai), Intellectual Efficiency (Ie)

Class IV Scales: Psychological-mindedness (Py), Flexibility (Fx), Femininity/Masculinity (FM)

Class I scales and interpretation

Class I scales assess interpersonal style and manner of dealing with others. From an analysis of the standard scores for these seven scales, an impression emerges of how J. Sample approaches others, and of qualities such as self-confidence, poise, and initiative. Some inferences about him may now be proposed.

CLASS I SCALES

Dominance (Do) 72

- 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) 70

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

Sociability (Sy) 67

- 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) 68

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

Self-acceptance (Sa) 74

- Has a strong sense of personal worth, even to the point of being self-centered and egoistic
- Is optimistic concerning personal prospects
- Is articulate and persuasive in dealing with others
- Is socially outgoing and responsive

Independence (In) 63

- Is determined, forceful, and goal-oriented
- Impresses others as capable, but not necessarily as likable
- Has good leadership potential and an effective way of dealing with others

Empathy (Em) 67

- 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

Class II scales pertain to the internalization and endorsement of normative conventions, including norms related to self-presentation. An analysis of scores in this area leads to an impression of how J. Sample views social norms and how his conduct is affected by these considerations.

CLASS II SCALES

Responsibility (Re) 56

- Is conscientious and well-organized
- Takes duties and obligations seriously
- Is usually uncomplaining and in good spirits
- Behaves in a cooperative, helpful way

Socialization (So) 56

- Is reliable, dependable, and conscientious; gets things done
- Is industrious, equitable in temperament, seldom rash or capricious
- Accepts own lot in life without complaint or resentment
- Works well with others

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) 54

- 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) 60

- Has responded in a modal way to a set of consensually defined items
- May be somewhat conventional and conformist in personal views

Well-being (Wb) 53

- Feels himself to be about average in health and well-being
- Takes a rational, realistic view of the problems of everyday living

Tolerance (To) 56

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

Class III scales and interpretation

There are three Class III scales, which pertain to cognitive/intellectual functioning and the need for achievement in either structured or open situations. An analysis of scores in this area gives an impression of how J. Sample behaves with respect to these matters.

CLASS III SCALES

Achievement via Conformance (Ac) 61

- Is ambitious and always tries to do well
- Is conscientious and efficient in carrying out tasks and duties
- Is intelligent and resourceful, and functions well in situations having clearly specified rules and procedures

Achievement via Independence (Ai) 63

- Has a strong drive for achievement, particularly in settings calling for independent work and ingenuity
- Is capable, clear-thinking, and verbally fluent
- Can be impatient, and is easily bored

Intellectual Efficiency (Ie) 60

- Has good intellectual resources and uses them well
- Is clear-thinking and foresighted
- Expresses ideas well
- Has a wide range of interests
- Is seen by others as ambitious, insightful, and versatile

Class IV scales and interpretation

Class IV scales 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. Below are the inferences from each scale proposed for J. Sample.

CLASS IV SCALES

Psychological-mindedness (Py) 64

- Can think intuitively and is good at sensing what others feel and want
- Is intelligent and verbally expressive
- Is seen by others as capable, logical, and ambitious, but also as complicated and somewhat self-centered

Flexibility (Fx) 60

- Adapts well to change and to new conditions
- Easily becomes bored and impatient with routine and pedestrian events
- Is clever and spontaneous, but also somewhat careless and erratic
- Is seen by others as versatile and capable, but also as changeable and inconstant

Femininity/Masculinity (FM) 34

- Is adventurous, aggressive, and determined, but is not very perceptive about the vulnerabilities and inner feelings of others
- Can be unsympathetic and domineering
- Is relatively uninterested in aesthetic or contemplative phenomena
- Is seen by others as very masculine, but also as somewhat conventional and shallow

PART IV*Seven special-purpose scales*

From time to time, various special-purpose scales and indices have been developed. These measures will not always be relevant to the purposes of testing, but in many circumstances they will be quite informative. At the present time, seven special-purpose scales are included in this 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- to tough-minded continuum.

SCALES, SCORES, AND INTERPRETATION

Scale	Raw Score	Standard Score for Males	Standard Score for Total Norms	Interpretation
Managerial Potential (Mp)	25	62	62	• Above average in managerial potential and talent
Work Orientation (Wo)	27	48	49	• Average in work orientation, diligence, and conscientiousness
Creative Temperament (Ct)	24	58	58	• Above average in creative temperament; has aesthetic interests
Leadership (Lp)	62	67	67	• Has a distinct talent for leadership, and welcomes its responsibilities • Will be seen by others as ambitious, confident, optimistic, and poised
Amicability (Ami)	27	60	59	• Generally amicable, pleasant, and considerate • Is seen as responsible and sympathetic
Law Enforcement Orientation (Leo)	30	62	64	• 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)	23	55	56	• Average standing on the tender- to tough-mindedness continuum

PART V

A Q-sort description based on the CPI™ assessment

In Part II of this report, broad or orienting notions about J. Sample were presented. Then in Part III (scores on the folk scales) and in Part IV (scores on the special-purpose scales), more specific comments about his psychological attributes were given. Part V gives a fully individuated reading of the protocol, making use of the 100 descriptive items found in Block's California Q-set. Based on responses to the CPI assessment, an estimate has been made of how each of the 100 items would be Q-sorted by someone in a position to know the respondent, for example, a close friend, parent, spouse, counselor, or co-worker. The goal in this analysis is to give an accurate and benevolent description of J. Sample.

Block's method calls for sorting the items into nine categories, according to relevance or salience. 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 continues down to Category 1, which contains the five items considered to be least relevant or salient. If the category numbers (9, 8, 7, and so on) are used as scores for each item, the Q-sorting based on the CPI assessment can be correlated with any other Q-sorting of J. Sample.

In the text below, each Q-set item is identified by its number, and the estimated placement value based on the CPI assessment is given at the end of the item in parentheses.

Q-SORTED DESCRIPTIONS

Category 9—Very likely to be true

Item # Q-set item text and estimated placement value

- 80. Interested in members of the opposite sex. (7.65)
- 98. Is verbally fluent; can express ideas well. (7.63)
- 92. Has social poise and presence; appears socially at ease. (7.51)
- 71. Has high aspiration level for self. (7.45)
- 52. Behaves in an assertive fashion. (7.39)

Q-SORTED DESCRIPTIONS *(Continued)*

Category 8—Quite likely to be true

Item # Q-set item text and estimated placement value

- 81. Is physically attractive; good-looking. (7.35)
- 56. Responds to humor. (7.29)
- 18. Initiates humor. (7.25)
- 54. Emphasizes being with others; gregarious. (7.14)
- 32. Seems to be aware of the impression he makes on others. (7.00)
- 84. Is cheerful. (6.98)
- 28. Tends to arouse liking and acceptance in people. (6.78)
- 35. Has warmth; has the capacity for close relationships; compassionate. (6.62)

Category 7—Likely to be true

Item # Q-set item text and estimated placement value

- 96. Values own independence and autonomy. (6.58)
- 57. Is an interesting, arresting person. (6.56)
- 88. Is personally charming. (6.52)
- 15. Is skilled in social techniques of imaginative play, pretending, and humor. (6.48)
- 26. Is productive; gets things done. (6.46)
- 31. Regards self as physically attractive. (6.46)
- 4. Is a talkative individual. (6.40)
- 43. Is facially and/or gesturally expressive. (6.37)
- 17. Behaves in a sympathetic or considerate manner. (6.35)
- 5. Behaves in a giving way toward others. (6.33)
- 83. Able to see to the heart of important problems. (6.33)
- 93. Behaves in a masculine style and manner. (6.27)

Category 6—Somewhat likely to be true

Item # Q-set item text and estimated placement value

- 51. Genuinely values intellectual and cognitive matters. (6.22)
- 91. Is power oriented; values power in self or others. (6.12)
- 3. Has a wide range of interests. (6.05)
- 64. Is socially perceptive of a wide range of interpersonal cues. (6.03)
- 74. Is subjectively unaware of self-concern; feels satisfied with self. (6.02)
- 24. Prides self on being "objective," rational. (5.91)
- 75. Has a clear-cut, internally consistent personality. (5.84)
- 20. Has a rapid personal tempo; behaves and acts quickly. (5.78)
- 2. Is a genuinely dependable and responsible person. (5.76)
- 95. Tends to proffer advice. (5.66)
- 72. Concerned with own adequacy as a person, either at conscious or unconscious levels. (5.60)
- 67. Is self-indulgent. (5.58)
- 8. Appears to have a high degree of intellectual capacity. (5.57)
- 77. Appears straightforward, forthright, candid in dealing with others. (5.51)
- 60. Has insight into own motives and behavior. (5.42)
- 6. Is fastidious. (5.34)

Q-SORTED DESCRIPTIONS *(Continued)*

Category 5—Relatively neutral or not important

Item # Q-set item text and estimated placement value

- 58. Enjoys sensuous experiences (including touch, taste, smell, physical contact). (5.34)
- 11. Is protective of those close to him. (5.29)
- 7. Favors conservative values in a variety of areas. (5.28)
- 53. Various needs tend toward relatively direct and uncontrolled expression; unable to delay gratification. (5.28)
- 29. Is turned to for advice and reassurance. (5.22)
- 94. Expresses hostile feelings directly. (5.10)
- 73. Tends to perceive many different contexts in sexual terms; eroticizes situations. (5.04)
- 16. Is introspective and concerned with self as an object. (4.83)
- 44. Evaluates the motivation of others in interpreting situations. (4.82)
- 89. Compares self to others. Is alert to real or fancied differences between self and other people. (4.81)
- 69. Is sensitive to anything that can be construed as a demand. (4.76)
- 90. Is concerned with philosophical problems; e.g., religions, values, the meaning of life, etc. (4.73)
- 37. Is guileful and deceitful, manipulative, opportunistic. (4.72)
- 63. Judges self and others in conventional terms such as "popularity," "the correct thing to do," social pressures, etc. (4.72)
- 66. Enjoys aesthetic impressions; is aesthetically reactive. (4.71)
- 33. Is calm, relaxed in manner. (4.69)
- 85. Emphasizes communication through action and nonverbal behavior. (4.60)
- 27. Shows condescending behavior in relations with others. (4.56)

Category 4—Somewhat unlikely to be true

Item # Q-set item text and estimated placement value

- 99. Is self-dramatizing; histrionic. (4.54)
- 12. Tends to be self-defensive. (4.43)
- 25. Tends toward overcontrol of needs and impulses; binds tensions excessively; delays gratification unnecessarily. (4.39)
- 49. Is basically distrustful of people in general; questions their motivations. (4.39)
- 86. Handles anxiety and conflicts by, in effect, refusing to recognize their presence; repressive or dissociative tendencies. (4.32)
- 19. Seeks reassurance from others. (4.31)
- 70. Behaves in an ethically consistent manner; is consistent with own personal standards. (4.30)
- 41. Is moralistic. (4.26)
- 1. Is critical, skeptical, not easily impressed. (4.24)
- 23. Extrapunitive; tends to transfer or project blame. (4.22)
- 65. Characteristically pushes and tries to stretch limits; sees what he can get away with. (4.10)
- 13. Is sensitive to anything that can be construed as criticism or an interpersonal slight. (4.07)
- 59. Is concerned with own body and the adequacy of its physiological functioning. (4.07)
- 82. Has fluctuating moods. (4.03)
- 46. Engages in personal fantasy and daydreams, fictional speculations. (3.99)
- 100. Does not vary roles; relates to everyone in the same way. (3.97)

Q-SORTED DESCRIPTIONS *(Continued)*

Category 3—Unlikely to be true

Item # Q-set item text and estimated placement value

- 76. Tends to project his own feelings and motivations onto others. (3.86)
- 97. Is emotionally bland; has flattened affect. (3.83)
- 62. Tends to be rebellious and nonconforming. (3.73)
- 48. Keeps people at a distance; avoids close interpersonal relationships. (3.50)
- 61. Creates and exploits dependency in people. (3.50)
- 34. Overreactive to minor frustrations; irritable. (3.46)
- 21. Arouses nurturant feelings in others. (3.37)
 - 9. Is uncomfortable with uncertainty and complexities. (3.32)
- 47. Has a readiness to feel guilty. (3.17)
- 79. Tends to ruminate and have persistent, preoccupying thoughts. (3.17)
- 50. Is unpredictable and changeable in behavior and attitudes. (3.12)
- 10. Anxiety and tension find outlet in bodily symptoms. (3.11)

Category 2—Quite unlikely to be true

Item # Q-set item text and estimated placement value

- 45. Has a brittle ego-defense system; has a small reserve of integration; would be disorganized and maladaptive when under stress or trauma. (3.07)
- 39. Thinks and associates to ideas in unusual ways; has unconventional thought processes. (2.99)
- 68. Is basically anxious. (2.99)
- 36. Is subtly negativistic; tends to undermine and obstruct or sabotage. (2.93)
- 38. Has hostility towards others. (2.79)
- 87. Interprets basically simple and clear-cut situations in complicated and particularizing ways. (2.72)
- 40. Is vulnerable to real or fancied threat; generally fearful. (2.43)
- 30. Gives up and withdraws where possible in the face of frustration and adversity. (2.35)

Category 1—Very unlikely to be true

Item # Q-set item text and estimated placement value

- 22. Feels a lack of personal meaning in life. (2.21)
- 42. Reluctant to commit self to any definite course of action; tends to delay or avoid action. (2.15)
- 55. Is self-defeating. (2.09)
- 14. Genuinely submissive; accepts domination comfortably. (1.78)
- 78. Feels cheated and victimized by life; self-pitying. (1.38)

PART VI

Configural analysis

A scale combinations interpretation

Part VI is based closely on *A Practical Guide to CPI™ Interpretation, Third Edition* (Loring McAllister, 1996). These interpretive hypotheses 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 to only those configurations on which J. 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 (Do) 72

Capacity for Status (Cs) 70

Social Presence (Sp) 68

- 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 (Do) 72

Sociability (Sy) 67

- 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
-

HIGH

Achievement via Conformance (Ac) 61

Achievement via Independence (Ai) 63

- Appears mature, inventive, efficient, organized, and stable
 - Has broad interests
 - Is independent, yet able to conform
 - Puts pressure on himself to do well at whatever is undertaken
 - Evidences considerable determination, tenacity, and high expectations of himself and others
-

SPECULATIVE HYPOTHESES

HIGH

Dominance (Do) 72

Capacity for Status (Cs) 70

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

HIGH

Dominance (Do) 72

Empathy (Em) 67

Psychological-mindedness (Py) 64

- 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 (Do) 72

Sociability (Sy) 67

Social Presence (Sp) 68

Empathy (Em) 67

- Is effective as a team builder and team leader
 - Can integrate different opinions and keep team members on track
-

HIGH

Dominance (Do) 72

Self-acceptance (Sa) 74

- Is assertively and straightforwardly cocky, egotistical, and arrogant
 - Has a high opinion of himself and may sometimes underestimate the difficulty of things or overestimate his capabilities
-

HIGH

Dominance (Do) 72

Social Presence (Sp) 68

Self-acceptance (Sa) 74

- 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
-

HIGH

Dominance (Do) 72

Self-acceptance (Sa) 74

Achievement via Conformance (Ac) 61

- May demonstrate strong needs to win and to be in control
- May appear outspoken and indifferent, or determined to avoid rejection
- May need lots of attention and become demanding and critical if expectations are not met
- Is likely to need clear structure and definite expectations, and is a strong achiever who does not easily compromise
- May not develop others or delegate responsibility and is more likely to make others dependent on him
- If in charge, weaker people are likely to stay on, while stronger people leave the organization or become frustrated
- May sense that his leadership style is ineffective without understanding why
- May have significant underlying insecurities

HIGH

Dominance (Do) 72

Self-acceptance (Sa) 74

Achievement via Independence (Ai) 63

- 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

Dominance (Do) 72

LOW

Femininity/Masculinity (FM) 34

- Is domineering, pushy, and blunt
- Can be insensitive and impatient toward others

HIGH

Capacity for Status (Cs) 70

Social Presence (Sp) 68

- May seem arrogant
- Is likely to need attention, recognition, and power

HIGH

Capacity for Status (Cs) 70

Self-acceptance (Sa) 74

- Probably handles pressure well
-

HIGH

Social Presence (Sp) 68

Self-acceptance (Sa) 74

- 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 (In) 63

Achievement via Independence (Ai) 63

- May be independent and a lone wolf, preferring to gain success through own endeavors rather than through others
- Is nonaffiliative in orientation

HIGH

Empathy (Em) 67

Psychological-mindedness (Py) 64

- Is likely to be quite effective at reading others and responding accurately to their needs

HIGH

Empathy (Em) 67

LOW

Femininity/Masculinity (FM) 34

- Is likely to perceive and understand the feelings, needs, and concerns of others, but may mask empathetic 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 Conformance (Ac) 61

Achievement via Independence (Ai) 63

Intellectual Efficiency (Ie) 60

- Is likely to learn new things easily
 - Appears able to work within a structure
 - Is likely to prefer a measure of individual freedom
 - May not like close supervision
 - Appears quick, adept, resourceful, generally efficient, and well-organized
-

HIGH

Achievement via Independence (Ai) 63
Flexibility (Fx) 60

- Is likely to be independent, versatile, innovative, and adaptable
- Craves variety and change in his work
- May sometimes take on too much
- May 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 (Ai) 63
Psychological-mindedness (Py) 64

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

HIGH

Intellectual Efficiency (Ie) 60
Psychological-mindedness (Py) 64

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