

CRITERIA FOR MANAGEMENT	PROACTIVE	REACTIVE	AVERAGE	THEMES	PROACTIVE	REACTIVE	AVERAGE
Performance Demands	2.35	1.61	1.98				
S.O.P.	-0.22	-0.32	-0.27	Determination or Drive	3.66	3.47	3.57
Collaboration	-1.41	0.13	-0.64	Dominance	3.34	3.49	3.41
Negotiation/Compromi	-1.84	-1.83	-1.84	Active sociability	3.61	2.71	3.16
Morale	-1.81	-1.92	-1.87	Light-heartedness	2.59	3.22	2.91
				Independence or autonomy	1.69	2.74	2.22
				Expression and responsiveness	2.00	1.73	1.87
PROBLEM-SOLVING PATTERN				Self-acceptance	1.66	2.04	1.85
Meets own needs/has fun	1.31	1.40	1.36	Social judgement/awareness	1.58	1.70	1.64
Creates options	0.34	0.92	0.63	Objectivity	1.53	1.73	1.63
Firm about standards	-0.23	0.81	0.29	Conviction	1.56	1.35	1.46
Gathers facts	-0.57	0.16	-0.21	Interest in being persuasive	1.00	1.46	1.23
Solicitous of others	-0.91	-2.24	-1.58	Focus on relaxing	1.19	1.22	1.20
Adapts to others' demands	-1.53	-2.32	-1.93	Sense of well-being	0.99	1.31	1.15
				Energy toward being intense	0.61	0.81	0.71
				Interest in strategy	0.56	0.70	0.63
DIRECTION OF ENERGY				Interest in being strict	0.68	0.54	0.61
Extroversion	2.08	1.05	1.57	Desire to make a good impressio	0.74	-0.01	0.37
Outcomes and plans	1.20	1.20	1.20	Interest in planning	0.32	0.19	0.26
Logic and structure	0.92	0.60	0.76	Energy level/agitation	0.59	-0.09	0.25
Ideas and concepts	-0.19	0.86	0.34	Interest in being systematic	0.13	0.12	0.12
Details and specifics	-0.72	-0.10	-0.41	Attention to details	-0.01	-0.28	-0.14
Processes and options	-1.69	-0.86	-1.28	Indifference	0.11	-0.44	-0.16
Introversion	-1.49	-1.30	-1.40	Composure	-0.59	0.09	-0.25
Feelings and values	-1.53	-1.72	-1.63	Respectful response	-0.13	-0.77	-0.45
				Practicality	-0.51	-0.57	-0.54
INTERPERSONAL WORK ENVIRONMENT				Adaptability to stress	-0.29	-0.80	-0.55
Focus on projects or autonomy	2.42	1.75	2.09	Self-discipline	0.34	-1.66	-0.66
Personal objectives/achievement	0.83	1.67	1.25	Patience	-0.98	-1.28	-1.13
Be around people	-0.58	-2.21	-1.40	Tolerance	-1.56	-1.35	-1.46
Work for/with a manager	-1.58	-1.61	-1.60	Aware of others' expectations	-1.20	-1.80	-1.50
				Empathy for others	-1.38	-1.73	-1.55
TYPE OF INFORMATION ATTENDED TO				Subjectivity	-1.53	-1.73	-1.63
Action steps and deadlines	1.54	1.49	1.52	Inhibition	-2.00	-1.73	-1.87
Ideas and reasons	-0.19	0.51	0.16	Self-control	-2.17	-1.99	-2.08
Procedures	-0.25	-0.81	-0.53	Having a sense of community	-2.38	-2.92	-2.65
Personal reactions & opinions	-1.35	-2.10	-1.72	Serious about self-image	-2.59	-3.22	-2.91
				Quietness	-3.61	-2.71	-3.16
PERSONAL CONCERNS				Gentleness	-3.18	-3.44	-3.31
Asserting and initiating	2.73	2.09	2.41	Submissiveness	-3.34	-3.49	-3.41
Pushing self with effort	1.14	0.58	0.86				
Engaging and involving others	0.09	1.37	0.73	NOURISHING WORK ACTIVITIES			
Elitism or firm identity	0.95	0.50	0.73	Authoritative and directive	0.94	1.42	1.18
Trusting and believing	0.13	1.23	0.68	Communicative and mutual	1.09	1.21	1.15
Analyzing and evaluating	-0.67	-1.29	-0.98	Investigative and analytic	0.07	-0.38	-0.16
Caring and investing	-1.61	-2.33	-1.97	Concrete and practical	-0.48	-0.17	-0.33
Being cautious	-1.62	-2.37	-2.00	Artistic and aesthetic	-0.65	-0.82	-0.74
				Consistent and predictable	-0.93	-1.29	-1.11
WORK ROLES PREFERRED							
Sales and marketing	2.70	1.77	2.24	INTERPERSONAL RELATI	EXTERNAL	INTERNAL	
Operations and administration	1.06	-0.34	0.36	Actively including others	-0.14	-0.27	-0.21
Service and support	-0.65	-0.78	-0.72	Accepting inclusion	0.77	0.46	0.61
Staff and consulting	-0.73	-0.75	-0.74	Controlling others	3.73	2.87	3.30
				Being directed or supervised	-1.93	-3.17	-2.55
BASIC MOTIVATIONS				Offering disclosure/openness	-2.09	-3.00	-2.55
Controlling and directing	2.37	2.04	2.21	Reception of disclosure/openne	-1.86	-2.72	-2.29
Discussing and relating	2.02	1.76	1.89				
Being exact and correct	0.32	-0.58	-0.13	VALUES IN SELF AND OTHERS			
Supporting and building	-1.23	-2.00	-1.62	Expressing initiative	2.51	1.96	2.23
				Propriety and correctness	0.62	0.63	0.63
INTERPERSONAL CONFLICT MANAGEMENT				Crisp and clear thinking	0.29	0.14	0.21
Blaming and anger	-0.46	1.77	0.66	Being autonomous	0.08	0.19	0.14
Being direct and clear	-0.16	0.41	0.13	Being careful	-1.11	-1.91	-1.51
Being indirect or distracting	0.47	-0.29	0.09	Sincerity and authenticity	-1.26	-2.29	-1.77
Being logical and cold	-0.36	-0.86	-0.61	Closeness and warmth	-1.58	-2.00	-1.79
Compromising and giving in	-0.96	-1.72	-1.34				

CORRELATIVE FORMULAS AND DATA

				DEFENSES WHEN CONFRONTED		HIGH STRESS	
WORK TASKS PREFERRED					Become emotional		2.41
Sales or communicative	0.93	1.34	1.14	Take problems seriously; overfixes them			0.86
Leadership or management	1.63	0.31	0.97	Project the problem onto others			0.73
Physical or gross motor	0.57	0.89	0.73	Feel anger and irritation			0.68
Creative or innovative areas	0.18	0.98	0.58	Justify and excuse the behavior			-0.98
Clerical or specific	0.73	0.31	0.52	Push down feelings and reactions			-2.00
Mechanics or fine motor	0.26	0.45	0.36	ENERGY DISTRIBUTION			
Aesthetic or design	-0.08	-0.36	-0.22	High Proactive (1.7 or more)	18.00		
Service or support	-0.37	-0.19	-0.28	High Reactive (1.7 or more)	18.00		
Literary composition or writing	-0.80	-0.95	-0.88	Low Proactive (-1.7 or less)	13.00		
Science or technical areas	-0.46	-1.45	-0.96	Low Reactive (-1.7 or less)	29.00		
WORLD VIEW				SWITCHES ("X" REACTIVE COLUMN)		4.00	
Practical and hands-on experience	0.71	0.94	0.83	ENERGY PORTRAIT-OVERVIEW			
Personal growth opportunities	0.63	0.44	0.54	Values	11.83	11.32	Resources
Ideas and theories	-0.18	0.15	-0.02	Achievement	12.13	13.18	Criteria for Mgt.
Traditional values and structures	-0.81	-1.04	-0.93	Problem Solving	9.97	5.71	Leadership Behaviors
LEADERSHIP BEHAVIORS				Direction of Energy	10.71	7.32	Leadership Motive
Inspiring others	2.15	1.22	1.69	Basic Motivations	14.60	98.82	SELF-DEFINITION
Challenging and pushing limits	-0.55	1.08	0.27	PROACTIVE ENERGY PORTRAIT			
Serving as a role model	0.41	-0.40	0.00	Values	10.65	10.84	Resources
Coaching and enabling others	-0.87	-0.60	-0.74	Achievement	9.99	15.26	Criteria for Mgt.
Appreciating and recognizing others	-0.85	-1.54	-1.20	Problem Solving	8.15	9.66	Leadership Behaviors
KEYS TO PERSONALITY				Direction of Energy	12.28	5.71	Leadership Motive
Impulsiveness and spontaneity	0.41	1.70	1.06	Basic Motivations	14.85	97.39	SELF-DEFINITION
Guarded and questioning	0.59	-0.25	0.17	REACTIVE ENERGY PORTRAIT			
Second-guessing self/worry	-0.86	-1.07	-0.97	Values	13.01	12.02	Resources
Openness to others	-1.24	-1.25	-1.25	Achievement	14.26	11.62	Criteria for Mgt.
LEADERSHIP MOTIVATIONS				Problem Solving	13.08	9.68	Leadership Behaviors
Control/Direction	1.45	1.59	1.52	Direction of Energy	9.61	9.01	Leadership Motive
Innovation/Reinvention	-0.02	0.84	0.41	Basic Motivations	15.95	108.25	SELF-DEFINITION
Membership/Participation	-0.12	0.00	-0.06	MANAGEMENT 200 MGRS.			
Continuity	-0.52	-0.78	-0.65	Organization/Planning	-0.46		THINKING FRAMEWORK
Conservation	-0.75	-1.30	-1.03	Time Management/Anticipation	0.30		Abstract 0.20
SENSITIVITIES				Comfort Exercising Authority	3.07		Realistic 0.17
Being unskilled or uninformed	1.69	1.13	1.41	Adaptability/Strategy	-0.26		Ordered 0.01
Boredom and redundancy	0.86	1.55	1.21	Internal Relationships	-2.57		Specific -0.02
Being taken advantage of	1.77	0.06	0.92	Leadership Drive	0.81		Value-free -0.03
Being humiliated or embarrassed	0.58	0.35	0.46	Group/Committee Interest	0.02		Generalized -0.29
Ground rules changing arbitrarily	-0.93	-1.31	-1.12	Problem Analysis	-0.85		Value-based -0.58
Being in situations requiring risk	-3.04	-4.10	-3.57	Management Interest	1.23		
PARTICIPATION IN GROUPS AND COMMITTEES				Client Relationships	-2.98		
Reaching conclusions	2.18	1.77	1.98	Employee Development	-1.66		
Enjoying interaction	1.50	1.47	1.49	Delegation	0.96		
Providing structure	-0.13	-0.31	-0.22	SALES 200 SLSMN.			
Analyzing and evaluating alternatives	-0.36	-0.66	-0.51	Prospecting	2.58		CLERICAL 200 CLER
Introducing and exploring options	-0.93	-0.29	-0.61	Presenting	0.21		Details -1.37
Supporting participation of all members	-1.24	-1.95	-1.60	Problem-Solving	-0.71		Relate to Public -1.79
PATH TO ACHIEVEMENT				Closing	3.27		Resp to Supervisor -3.22
Independent Action	1.82	2.88	2.35	Time Management	0.58		Organization/Structure 0.21
Intuition	1.47	1.68	1.57	Paperwork	-0.53		Independent Projects 1.36
Intellect	0.23	1.60	0.91	Product Knowledge	-0.85		Teamwork -2.49
Conforming	-0.07	-0.51	-0.29	Customer Service	-2.20		Accuracy 0.67
Adapting	-1.40	-0.47	-0.93	Organization	-0.28		Planning/Time -0.68
				Inventiveness	0.63		Clerical Interest 0.22
				Negotiation-Options	-0.83		
				Sales Interest	2.24		