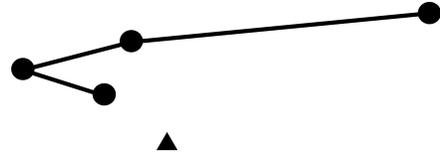


Reference Pattern Observations

© Predictive Index, LLC. The Predictive Index behavioral assessment has been in continuous use for more than 60 years, and during that time, we and many users of our assessment have observed that various configurations of factors tend to lead to certain types of behaviors. The information contained herein provides some examples of those observations. While the following has NOT been scientifically validated by us, here is what we have seen, and what our many very experienced users of our assessment have reported to us.



VENTURER

A > C | This person is likely to drive hard to get things done his own way and quickly. Typically, an ambitious self-starter, he initiates, makes decisions and assumes responsibility for them. He will tend to have a strong competitive drive and his sense of urgency and impatience for results may put pressure on others as well as on himself.

A > B | This often ingenious and innovative problem-solver and troubleshooter has an actively inquiring mind, a lively interest in the technical aspects of his work and usually has a need to know and learn more about the things, techniques, systems, facts and concepts involved in it. In expressing himself, this person may be direct, factual, outspoken and frank. His approach to others tends to be authoritative and telling. If he meets resistance or competition, he can tend to be aggressive.

High A | This person typically has a lot of confidence in himself and in his ability, knowledge and decisions. He has a strong sense of his own value.

A > D | This person is likely distinctly independent, individualistic, strong-minded and determined. Venturesome, he will “stick his neck out” and take responsibility for risks when he believes he is right. He tends to find risks and the challenge of new problems stimulating and responds to them with action.

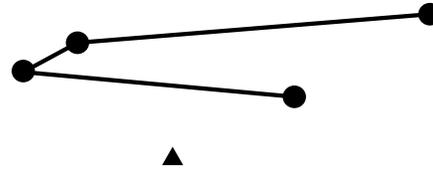
High A, Low B-C-D | Because he values his own ideas, judgments and opinions more than he does those of other people, this person may not delegate major authority or responsibility to others. Being a generalist, more concerned with the achievement of goals than with details, he will delegate the execution of details to others, with a typically firm demand for timely results.

High A, Low D > C | Generally, this person will be dissatisfied and uncomfortable working under close supervision. The challenge and opportunity to prove himself are essential. Impatient for results, he will tend to drive himself and other people hard, and will expect others to share his values and goals. He may be a dominant and demanding “doer.” The “Cut-back” D provides some of the flexibility required in varying degrees by all organizations.

Needs:

- Opportunities for expression of, and action on, his own ideas and initiatives
- Independence
- Variety and challenge in his work
- Work environments in which new ideas are valued and innovators recognized
- Freedom from too much “by the book” and control





SCIENTIFIC PROFESSIONAL

High A>D, Low B | This person tends to place a lot of emphasis on analytical thinking, a strong critical sense and the qualities of a strong general technical orientation. Typically, she is disciplined, well-organized and her thinking is based on facts and detail.

This person generally has a creative personality, but is unlikely to be radically innovative because of the concerns of the high D. Usually a decisive person, her decisions are soundly reasoned and supported by facts. She sets very high standards for herself and others and may not be satisfied with anything less. She may appear stand-offish, but likely to be respected for her expert knowledge and the soundness of her decisions.

High A>D, Low C | This person is similar to the Venturer, in terms of drive for results, initiative and sense of urgency, but tempered by the higher D's concern for correctness of results and the possibility of making mistakes. Like the Venturer, this person typically can and will take risks, but more carefully calculated risks based on more information and more anticipation of problems.

D > C | Somewhat more narrowly specialized than the Venturer, this person will usually develop a high level of expertise and very thorough knowledge of her work; she will tend to have a lot of confidence in what she knows she can do. Generally demanding, exacting, and sure that she doesn't make mistakes, she may be extremely critical of, and impatient with, others who do. She has a lot of confidence in the work she does and much less in the work done by others. Therefore, she often delegates very little and, when necessary, follows up and controls critically.

This person may place a strong emphasis on getting things done right and quickly. If you work for this person, you're usually told what to do – and exactly how to do it. It differs in this respect from the Venturer who tells you what to do, but allows you to decide how to do it. This person is quick to spot mistakes in the details of your work and will be mostly candid and stern in her criticism.

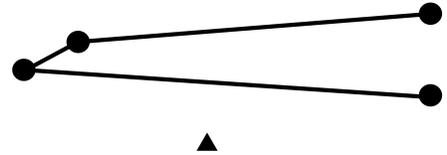
D>B | Typically reserved and introspective, this person has little interest in purely social talk (small talk) or activity and is strongly work-oriented. She tends to express herself precisely and authoritatively with little consideration for the feelings or attitudes of others.

Needs:

- Opportunities to make strategic or risky decisions which utilize and demonstrate her analytical, problem-solving skills and know-how
- Challenge and stimulation in her work
- Recognition for tangible results obtained (rather than selling or political skills)
- Autonomy in expressing her ideas and putting them into action



CREATIVE ANALYTICAL



High A = D, Low B-C | This pattern is a variation of the preceding Scientific Professional and Analytical patterns. A critical-thinking, inquiring mind and imaginative problem solving are again emphasized, though not quite as strongly; the drive to get things done right, in detail and “by the book” is more strongly emphasized, as is specialized expertise.

High A = D, Low C | This generally intense individual has the drive to make decisions and initiate action to get things done, but that drive is blocked by the conflict of the equally high A and D Factors. The exactly equally high measurements of these two Factors in the PI pattern mean that this person’s exactly opposed drives of the high A and high D directly conflict with each other.

Conflict of the high A and equally high D drives makes this person most effective when making decisions within his expertise, where he can predict and control the risks. He usually takes into account details, complexities and interrelations. Where he perceives risk, he may procrastinate, second-guess or avoid decisions. In these cases, there is a build-up of tension.

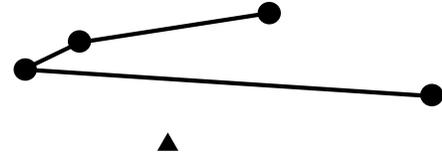
High A=D, A>B | As a manager of people, this person is very technically oriented and may demand that work get done quickly and always correctly. He tends to be very selective in delegating both details and authority, and follows up closely to ensure quality. Due to the A = D, he may struggle in roles where there is frequent pressure to make risky or unfamiliar decisions quickly. He communicates directly, generally about technical matters, after he has had time to think.

High A=D, Low C-B | This person is capable of doing creative work. He will tend to be very knowledgeable in his area of technical specialization and is usually a skillful, analytical problem-solver using imaginative, disciplined thinking. He has a strong critical sense (high A and high D) and may demand a lot of himself and others.

Needs:

- Encouragement to express his own ideas and put them into actions
- Freedom from day-to-day pressure to make quick decisions in areas where he perceives risk or is unfamiliar
- Absence of close critical oversight of his work
- Opportunities to use his know-how and expertise in finding creative solutions to problems, with relative freedom from organizational involvements





CONTROL

D > C | With the emphasis (in the A/D relationship) now on the predominantly high D drive, this is usually a self-disciplined, conscientious person who will develop a high degree of expertise and skill in a specialized, technical field. Generally, this person has the drive to get things done right, which means “by the book” and in accordance with established standards of accuracy and quality.

Business organizations typically depend a great deal on these people to be sure that things get done right. They may often be placed in positions of control and trust. Given the necessary “book,” they will carry out their responsibilities with authority and, at times, aggressively. They tend to have a sense of urgency, and work and function, in general, at a faster-than-average pace, making decisions firmly and quickly as long as they are the kinds of decisions that can be made “by the book.”

D > B | This is a conservative technician who respects “the book” and traditional values. Typically reserved, serious and thoughtful about everything she does, she may be a no-nonsense worker who worries about getting things exactly right. Not usually superficial, she will make sure that she knows what she is talking about before she speaks; she needs certainty and structure in her work so that she can avoid the risk of blame for mistakes.

High D > A, Low C | Understanding the technical aspects of her work well, this person is capable of exercising ingenuity in problem solving within the limits of her specialized expertise and training. Generally conservative and anxious to avoid risk, she may be suspicious of novelty and change, skeptical and hard to “sell” new ideas or people to. She will be comfortable with established, approved systems, technology, organizational relationships and people.

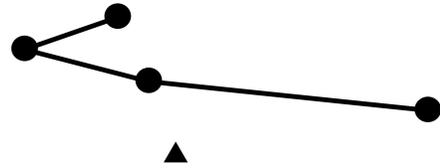
High D, Low B-C | In expressing herself, this person tends to be factual, straightforward, sincere and impatient to get on with the job at hand. Given responsibility for supervising others, she may be an exacting, rather strict boss who takes her responsibilities seriously and may demand that subordinates get things done right and on time; she “runs a tight ship.” She is usually disciplined and has respect for authority and “the book.” She may be critical and severe with subordinates who do not meet her standards—she tends to control closely and critically.

Needs:

- Thorough, expert training in “the book” governing her work
- Clear definition of her responsibility and authority
- Structure and clear definition of her work environment
- Opportunity to practice her technical specialty and recognition for doing it well
- Assurance of the support and confidence of management



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SPECIALIST

D>A | A common variation of the Control pattern; the slightly lower Factor A results in greater emphasis on the qualities of the predominantly high D.

This person may develop much of the same level of expertise and specialized skill as the Control and can do the same kinds of work well. With the lower level of self-interest found in the lower A, there tends to be greater emphasis on unselfish devotion to duty, leadership and the company.

D>B | This person is usually reserved, quiet, serious, and concerned with the exact correctness of his work and behavior. Self-discipline, sense of duty and respect for authority and tradition tend to be strong qualities in this person. With less “high A self-confidence” than the Control, he has a greater need for a clearly structured “book” with his own responsibilities specifically defined. In social terms, this is a quiet, reserved person controlled by a strong sense of propriety, and tends to formal, rather than informal, social behavior. Typically, factual, serious and sincere in expressing himself, he tends to be cautious about making commitments or “sticking his neck out”; he may be conservative and not a risk-taker.

D>C | This person’s work pace may not be quite as fast as in the Control (C is not as low), but it is faster than average. This person typically has a real concern for getting things done right, on time and accurately.

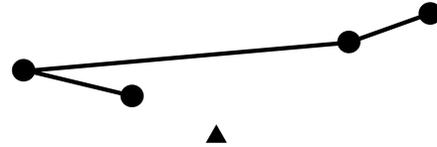
High D | As is true of predominantly high D personalities in general, this person needs a highly structured “book.” It enables him to be sure that he does things right, and in doing so, avoids the consequences (punishment, criticism) which might result from doing things wrong. He may be particularly sensitive to criticism and, therefore, disciplines himself to do things right, which makes him particularly careful, cautious, and conservative. Once trained and experienced in his specialty, he usually does that specialized work with confidence and to high standards of quality and accuracy. This tends to be a very conscientious person, particularly attentive to and accurate with details, numbers, precise measurements, the fine print and “the book” in general.

Needs:

- Clearly defined and structured work, responsibilities and reporting relationships, specifically described in an authoritative “book”
- Clarity, no ambiguity
- Recognition for specialized skills and devotion to duty
- Competent, decisive leadership
- Security



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AUTHORITATIVE MANAGEMENT

A > C | This generally confident, independent self-starter has a lot in common with the Venturer — competitive drive, initiative, sense of urgency, decisiveness and the ability to undertake risks and assume responsibility for them. Further, this person may react and adjust quickly to changing conditions and come up with practical ideas for dealing with them. As with the Venturer, the drive is purposeful, directed at getting things done quickly. This person usually responds positively and actively to challenge and pressure, and has confidence in her ability to handle problems and people.

High A > B, Low C | The people-oriented drive of the higher B in this pattern is the significant difference between this personality and that of the Venturer. This is typically an outgoing, poised person. She may be a lively and articulate communicator, tending to be a little more authoritative than persuasive because of the predominance of the high A drive. She usually talks briskly, with assurance and conviction, and is a stimulating influence on other people.

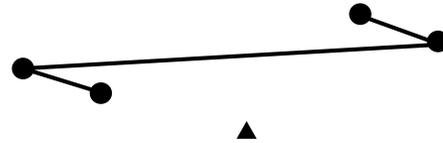
B > D | The high B of this pattern produces, in this person, a greater interest in the development of people and organization than is found in the Venturer. She may delegate authority somewhat more freely, as well as delegating the details. She may be more concerned about the development of strong successors and decentralization of control.

High A, Low C-D | Ambitious, competitive and sure of herself, this person usually sets high standards of achievement for herself and subordinates and tends to be more concerned with the accomplishment of goals than she is with the details.

Needs:

- Opportunities to express and take action on her own ideas and initiatives
- Independence and flexibility in her activities
- Opportunities to learn, advance and demonstrate her ability to handle responsibility for her own work and the work of others
- Recognition and reward for organizational and leadership skills and decision-making ability
- Opportunity for growth and advancement
- Freedom from routines and repetitive details





PERSUASIVE MANAGEMENT

B>C | This is the first pattern in this series with the high B drive predominating, which makes this person a truly persuasive communicator. He may be articulate, poised, stimulating, capable of projecting warmth and enthusiasm and of motivating others.

B>D | In both management and selling, this is usually a polished, flexible and skillful closer. At ease in making new contacts and self-assured with groups, he is always selling in a general sense. Gregarious and extroverted, he has a stimulating impact on other people. Typically an ambitious, goal-oriented generalist, this person will rely on his team for detail and follow-up on one hand and for technical analysis and expertise on the other – while he functions as the team builder, motivator and mover. In delegating authority and responsibility, he may encourage and develop strong succession potential in others, doing so to a greater extent than managers with higher As than Bs.

High B>A | In selling, this person tends to generate confidence and enthusiasm (selling intangibles), with sufficient practical technical knowledge for many kinds of selling.

High B>A, Low C | Generally, this person has a strong sense of urgency, initiative, and an independent competitive drive to get things done – with emphasis on working with and through people and the organization as the means of doing so. He understands people well, and while his interest in them is not unselfish, he uses his understanding effectively in motivating and persuading others to do what he wants them to do – and to like doing it. His personal warmth and charm may help in his persuasion.

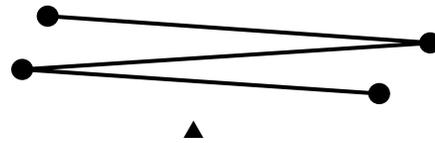
High B>A, Low C-D | Often impatient for results, this person is a confident and venturesome doer; a decision maker who can delegate both responsibility and authority, as well as details – and may work actively at building a strong organization with the kinds of people to whom he can delegate responsibility with confidence. He may apply pressure for results, but in doing so, his style is more selling than telling.

Needs:

- Opportunities for interaction with people
- Recognition and reward (in terms of advancement) for organizational, leadership and selling skills
- Outlets for drive and initiative
- Variety in work and contacts
- Independence and flexibility in his activities
- Freedom from routines and repetitive details



ALTRUISTIC SERVICE



High B, Low A-C | This often unassuming, unselfish person has a real interest in other people and a strong, intuitive understanding of them. Outgoing and friendly, she typically enjoys being with people and is lively, pleasant company.

B>A | Generally a fluent and persuasive talker, this person is a very effective communicator, able to reach, stimulate and motivate others while being aware of and responsive to their needs and concerns. Her warm personality and friendly, interested attitude may make her approachable and agreeable; she usually gets along easily and pleasantly with a wide variety of people.

High B-D, Low A | This person's drive is directed at working with and for others, and she often derives satisfaction and pleasure from doing things for others – for the company, for management, for the team. She is typically a cooperative, willing, conscientious team worker, a communicator and teacher of policies, programs and ideas, although not often an originator of them.

D>C | Tending to work at a faster-than-average pace (and “by the book”) this person is attentive to details and quick and accurate in handling them. She may, however, be too impatient to handle details as repetitive routine. She is often anxious to be sure that things are done exactly right and worries a good deal about that. She may follow up carefully and closely if her work requires that she delegate details. She may be critical when necessary, but will try to do so in a pleasant, helpful manner. Her sense of urgency and sense of duty combine to make her actively concerned about the timeliness, as well as the correctness of any work for which she has been made responsible.

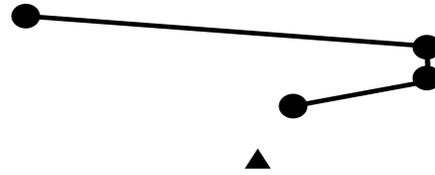
D>A | A conservative and cautious individual, this person is generally respectful of authority and tradition – a specialist (rather than a generalist) who avoids uncertainty and risk by taking care to do things “by the book,” working within the formal organization structure. She may need clear definition of her responsibilities and authority, and of her relation to others in the organization. She will be loyal to the management or organization which provides her with such definition and structure.

Needs:

- Opportunities for interaction with people
- To be a valued member of a well-organized team
- Clear, specific definition of a structured job, with well-defined responsibilities and relationships
- A “book” and the opportunity to learn it thoroughly
- Work involving service to others and recognition for it
- Strong, consistent management and organizational support



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SOCIAL INTEREST

High B-C, Low A | This pattern again emphasizes the qualities of unselfishness, altruism and empathy which characterize the Altruistic Service pattern, but differs from that pattern in terms of drive, pace, sense of urgency and concern about details, “the book,” and self-discipline.

Outgoing, friendly and congenial, this is usually a warm personality; the kind of person who can get along comfortably with just about anybody, meets people easily and gets along as well in group activities as he does one-on-one.

He is often approachable, reassuring, easy to get to know, get along with, and to like. This person’s unselfish and uncritical interest in others is helpful in developing and maintaining personal relationships; he “wears well” in repeated contacts and may subordinate his own interests and concerns to those of others.

In this unassuming person, with relatively little competitive drive, an understanding of others and the ability to get others to talk to him about themselves, their concerns and problems tend to be particularly strong qualities.

B>A | Typically a fluent and persuasive talker, this person is an effective communicator, able to reach, stimulate and motivate others while being aware of and sympathetically interested in their needs and concerns.

C>A | Generally patient and relaxed, this person is a particularly good (and understanding) listener. People may find him easy to talk to, and feel no pressure or impatience from this rather easygoing individual.

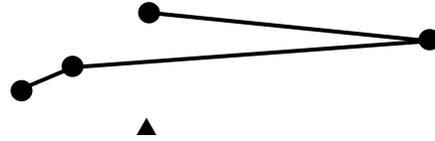
High B-C, Low D | Informal and a little casual in style, this person may depend upon and cooperate with leadership; He may be a willing team worker, but with less emphasis on the drive for results and sense of duty which are typical of the Altruistic Service pattern. On the other hand, this person tends to have greater patience with repetitive routines, including those involving communication with people, than does the Altruistic Service.

Needs:

- Opportunities for communication and involvement with people
- Development of stable, lasting relationships
- Work based on well-defined, consistent, predictable routines involving service to others and appreciation for it
- Relative absence of competitive pressures or urgency
- Consistent, dependable management and organizational support



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PROMOTIONAL

B > C | This is typically an outgoing, gregarious, very friendly individual; a fluent, lively, stimulating and persuasive talker and a good mixer. She is often poised, active and responsive in social situations.

This person's drive is directed at getting others to accept and act on the ideas that she expresses so fluently – and to accept and like her. She often meets and expresses herself to individuals or groups with poise, warmth and enthusiasm. She may have an impressive social style and may be a stimulating public speaker.

High B, Low A-D | This person understands people well, and can use that understanding, and her skill in expressing herself persuasively, to stimulate and motivate others very effectively. Typically, a complete extrovert, she tends to be informal and uninhibited in her behavior, sure of her ability to win the interest, cooperation, or friendship of others.

B > D | Relatively unconcerned about details (and often inclined to consider them unimportant), this person may express herself in general terms aimed more at reaching people emotionally than in communicating specific, factual information; if in a position to do so, she may delegate details (as well as responsibility) very freely and with little follow-up, relying more on persuasion and enthusiasm to assure that people will do what she wants them to do.

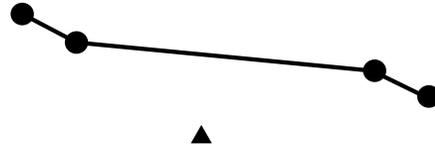
High B, Low C-D | Social recognition and values tend to be of primary importance to this person, often supported by the idea that it is not “what you know, but who you know” that is most important; this is a political approach to getting things done. While she may be quick to respond to the attitudes or concerns of others, she may also be persistent in expressing and selling her own point of view, relying on personal stimulation and enthusiasm rather than technical information or facts in the process – and often selling herself.

For this very strongly socially-oriented individual, it is usually important to be liked and valued by others, a need which may cause her, at times, to tell other people what she thinks they want to hear, or to feel that the ends justify the means in gaining the support, cooperation, or affection of other people.

Needs:

- High level of social activity
- Communication and interaction with others
- Participation in group activities
- Opportunities to sell and gain social recognition and status by doing so
- Work which is relatively unstructured, with details and routines delegated to others





DILIGENCE

D > A | Typically, a very conscientious, cooperative person, who is particularly careful, thorough and accurate in working with details – anxious to do what is expected of him and do it right.

Often modest, unassuming and conservative, this person may be depended upon to do things consistently “by the book” and may depend upon professional or craft training and standards, or management leadership, to provide the structure which he needs for his work. An unselfish person, generally motivated by a strong sense of duty, he derives satisfaction from doing good work for the company, the boss, or the team and values recognition of his conscientiousness and specialized skill. A usually cautious person, he is unlikely to question, or make changes in, the established or conventional way of doing things, avoiding risk or uncertainty by adhering closely to “the book” (of which he may develop thoroughly detailed knowledge) and established, traditional values.

D > C | Once provided with (and trained in) the necessary standards, policies and structure, this person may produce work of high quality, giving close attention to the accuracy of details. Stable and dependable, he usually has sufficient patience to do work of a repetitive nature and to maintain his interest in, and concentration on, such work at a consistent level.

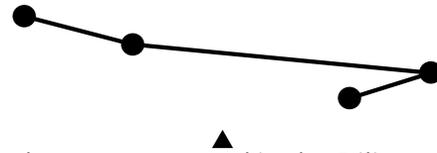
D > B | In social terms, this is a rather unobtrusive, quiet person, friendly and pleasant with people he knows well, but reserved and formal in meeting new people. His general social behavior is governed by a strong sense of propriety – a concern for doing and saying the right thing. In familiar social (and work) situations in which he feels secure and comfortable, he tends to be an agreeable and helpful person, respectful of leadership and conscious of his responsibilities to the point of being a worrier about them at times.

This person tends to be very sensitive to criticism of his work and behavior – and strongly inclined to do all of his work himself (rather than delegate any of it) to be sure that it is all done right.

Needs:

- Assurance of security as is provided by a specific, thoroughly detailed description of job function and responsibility, reporting and organizational relationships
- Thorough, step-by-step training in “the book”
- Support provided by firm, decisive, knowledgeable management
- A stable work environment
- Freedom from conflict





OPERATIONAL

High C > D, Low A | In this pattern are many of the same qualities that are measured in the Diligence, but with a significant difference in emphasis because of the difference in the relationship of the C and D Factors.

As with the Diligence, a sense of security, stability and certainty about this person's work environment are typically important needs and she will be loyal to the leadership which provides them.

High C | In general terms, this also tends to be a cooperative, patient, stable person who will do her work "by the book" and may depend on the structure of "the book" and on management leadership and initiative, to give direction to her work. She has the patience necessary for doing repetitive, specialized work – and values the sense of security which such work provides.

C > D | As with the Diligence, this person may focus on the details of her work, and may handle them with somewhat better-than-average accuracy. But, because of the higher C and lower D in this pattern, her concern for exact precision and the highest possible standards of quality and accuracy is not as strong as it is in the Diligence. This is a fairly easygoing person, a little more casual and flexible about her work and her behavior in general.

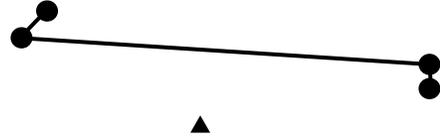
C > B | Socially, this person tends to be easier with people. She is usually more informal and relaxed in social situations while still being most comfortable and communicative with old friends and familiar groups.

C > A | Generally a cooperative team worker, this person may depend on management or supervision for direction, initiative and guidance in her work, and, given time to adjust, may adapt to change more easily than the Diligence pattern.

Needs:

- Assurance of security (same as the Diligence pattern)
- Highly structured and consistently repetitive in nature job
- Freedom from urgent time pressures
- Ample time to learn or adjust to changes
- Stability and as little change as possible in the physical and social aspects of the work environment





CRAFTSMAN

High C-D, Low $A > B$ | This pattern is a variation of either the Diligence or the Operational patterns; the difference is in the relationship of the A and B Factors (with the A higher than the B), while in the Diligence and the Operational patterns the A is lower than the B.

Low $A > B$ | The difference: in doing his work, this person tends to be more analytical; he usually thinks more about the technical aspects of work and consequently may develop more technical knowledge and understanding of his specialty.

The higher A/lower B may also produce a stronger critical sense; he may be more likely to recognize errors or variances from established standards in work for which he is responsible. He is capable of exercising a little more ingenuity in problem solving.

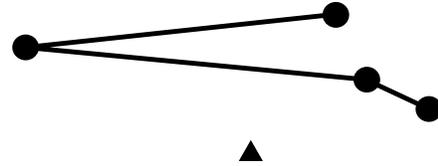
High D, Low $A > B$ | Of course, because of the difference in the A/B relationship, this tends to be a more reserved person – quiet, serious, and introspective – and less communicative. If the high D in the pattern is strongly emphasized, he may be particularly sensitive to criticism of his work and particularly skeptical and cautious in reaction to change, novelty or the unfamiliar in general.

With experience, this person may develop a very thorough knowledge of his specialized work (he thinks about it a lot) and a high level of technical expertise. In other terms, this person will have many of the qualities of either the Diligence or Operational, depending on which of these patterns his pattern most closely resembles in the C and D relationship.

Needs:

- Assurance of security, as is provided by a specific, detailed description of job and organizational relationships
- Thorough, step-by-step training in “the book”
- Support provided by firm, decisive, knowledgeable management
- Recognition for technical work well done
- Positive, constructive feedback, when it is necessary to criticize or make changes in him





SCHOLAR

D > B | This serious, introspective person is generally an analytical, disciplined and reasoned thinker and a careful, thorough accumulator of information.

Low B | Typically deeply reserved, this person is often preoccupied with her thoughts and somewhat out of touch with the activities of the real environment.

High A-D, Low B | Often quiet, shy and ill-at-ease in primarily social situations, this person may express herself factually and with conviction when talking about the specialized technical matters which are of particular interest to her and about which she is particularly knowledgeable. She tends to express herself with sincerity and with a solid basis of information (usually in considerable detail) to support her opinions or ideas.

High C-D, Low B | While this is an imaginative person, she may also be very cautious about expressing or acting on new or controversial ideas, anxious to avoid the criticism or disagreement which might be generated by such actions. Consequently, she may devote time and work to developing evidence or proof of the value of her ideas and has the patience and stability required by such work. In general, her concern for being sure that she is right will inhibit the expression of new or unconventional ideas or actions, but may instead cause her to keep building the body of knowledge on which her intellectual or professional confidence is based.

High D > C | This person's approach to her work is usually systematic, methodical and well organized, based on thorough knowledge of, reference to, and respect for "the book." She may find it difficult to delegate (or get much involved with others) and may be strongly inclined to do it all herself, which assures her that it will be done right.

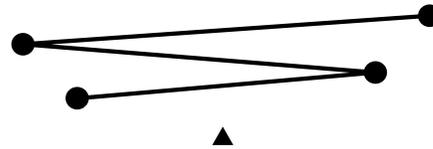
D > B | People with this pattern often prefer the company of a few old friends (generally ones who share their particular interests) and are uncomfortable and self-conscious in meeting new contacts or groups.

Needs:

- Time for thoughtful, thorough analysis of matters for which she is responsible
- Opportunity to learn her specialized work in depth and detail
- Work which she can handle independent of involvement with other people
- Freedom from responsibility for other peoples' work or productivity
- Freedom from urgent time pressures
- Recognition of her technical expertise



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INDIVIDUALIST

A>D | This person has a strong emphasis on independent, individualistic thinking and behavior. Generally, this person has confidence in his ideas and opinions — and does indeed have definite ideas and opinions.

High A, Low B-D | Often having relatively little concern for the ideas or opinions of other people and relatively little regard for “the book” of conventional knowledge or experience, this person may develop and act on ideas which are new or unconventional; this is a creative personality.

High A-C, Low D | In expressing and acting on his ideas, this person may be determined and persistent — a venturesome person who has plenty of the confidence and nerve required in taking responsibility for innovation or change. If you disagree with him, you may think of him as stubborn and opinionated and to observe that he is the antithesis of a flexible team worker.

High A-C, Low D | Thinking in broad and generalized terms, this person is usually a conceptualizer, a synthesizer, and, at times, a theorist much more interested in his own objective than he is in details, which he may prefer to delegate as much as possible. Typically, a problem-solver, he has the patience and persistence often necessary in making repeated efforts to solve difficult problems or develop complex ideas.

A>B | This strongly technically oriented personality may have little concern for the feelings or opinions of others and may tend to present his ideas in an arbitrary, “take it or leave it” manner. He often expresses himself factually and with strong conviction, in positive and, at times, aggressive terms. He is typically frank and outspoken.

A>D | In organizational terms, this may be a more abrasive personality; he may need to feel that he has a free hand in the development and expression of his own ideas, in “doing my own thing, in my own way, at my own pace.”

People with this pattern may be most positively motivated and productive working independently in an unstructured environment and may be much less productive and motivated if required to work under close control which demands conformity and submission to authority.

Needs:

- Lots of room for independent self-expression
- Autonomy in developing and acting on his own ideas
- Problems to solve and challenges to overcome
- Management which is receptive to new ideas, change and risk
- Participation in setting goals for his own work



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