

Broad Patterns

The following Scales are composites of various 16PF primary factors. These scores can be useful in assessing characteristics important for success in your organization. Not all of these scales have the same level of research support, so I have tried to indicate the relative strength of each. Since success, and thereby appropriate behavior, is typically defined by the characteristics of the particular organizational environment, make sure you focus on the fit of a person to your organization. As always, be sure to talk with me about each assessment you conduct so you get appropriate interpretation for your specific situation.

Emotional Adjustment: This is an excellent scale that, in general, can identify people who are likely to be “high maintenance”. High scores indicate better adjustment (lower maintenance), and low scores indicate poorer adjustment (higher maintenance). Here is some additional interpretive information:

High Emotional Adjustment:

These people tend to be Emotionally Stable, Trusting, Practical, Grounded, Self-Assured, Unworried, Composed, and Relaxed.

Low Emotional Adjustment:

These people tend to be Emotionally Reactive, Vigilant, Suspicious, Abstract, Imaginative, Apprehensive, Worried, Tense, and Driven.

Creative Potential: This scale has relatively weak research support and should be used with caution. Keep in mind that personality is only one component of creativity. Creativity is typically thought of as comprising original, imaginative thought and expression. With that caution in mind, here is some additional interpretive information:

High Creative Potential:

These people tend to be Dominant, Assertive, Socially Bold, Abstracted, Imaginative, Open To Change, and Perfectionistic.

Low Creative Potential:

These people tend to be Deferential, Cooperative, Shy, Timid, Practical, Grounded, Traditional, and Tolerant of Disorder.

Elected Leadership: This is a relatively weak scale because it is based upon military data that is somewhat dated. This score would be helpful only if your company culture was a traditional, military one. Considering the research upon which this scale was based, here is some additional interpretive information:

High Elected Leadership:

These people tend to be Conceptual Thinkers, Emotionally Stable, Dominant, Assertive,

Lively, Spontaneous, Shy, Timid, Unsentimental, Practical, Grounded, Affiliative, Group-Oriented, Perfectionistic, Composed, and Relaxed.

Low Elected Leadership:

These people tend to be Concrete Thinkers, Emotionally Reactive, Deferential, Cooperative, Serious, Restrained, Socially Bold, Sensitive, Sentimental, Abstract, Imaginative, Self-reliant, Individualistic, Tolerant of Disorder, Tense, and Driven.

Effective Leadership: This scale should be used with extreme caution, if at all. There is little reported research for this scale. With this caveat, here is some additional interpretive information:

High Effective Leadership:

These people tend to be Concrete Thinkers, Rule Conscious, Obedient, Accepting, Trusting, Self-Assured, and Self-Reliant.

Low Effective Leadership:

These people tend to be Abstract Thinkers, Non-Conforming, Expedient, Apprehensive, Affiliative, and Group-Oriented.

Structured Situation: This scale represents the need for order and predictability in one's life. This scale would be especially relevant, for example, in jobs where the environment is one of constantly changing demands and priorities. Since many organizations vary in the degree to which they are "high flex" versus rigid, this scale can be useful in assessing the fit of a person to these environments.

High Structure:

The uncertainty that arises when events do not occur in a predictable manner is unpleasant for these people. This uncertainty is avoided by many different means. These people choose structure as a way to reduce the amount of uncertainty they experience. They strive to establish set rules and procedures to reduce as much variation as possible in activities and events.

Low Structure:

These people are flexible and enjoy creative opportunities and activities. They prefer their achievements to come through involvement in situations that do not require much order and structure. These people usually trust themselves to deal with situations that arise whether they are favorable or not. They have a high tolerance for ambiguity and uncertainty.

Formal Academic Interest: This scale reflects one's strength of interest in areas such as science, literature, and the arts. Unless formal academic pursuits are relevant to your organization's mission, this scale is of limited utility.

High Academic Interest:

These people express interest in intellectual topics and enjoyment of formal learning environments. They tend to stay in school longer. These people are not necessarily more intelligent, nor do they necessarily possess superior mental faculties.

Low Academic Interest:

These people tend to have little interest in intellectual pursuits. They tend not to value extended formal education.

Leadership Preference: This scale can be useful in predicting leadership style, collaborative versus individual.

High Leadership Preference:

These people tend to be comfortable when taking charge and motivating others. They tend to be Warm, Conceptual Thinkers, Dominant, Socially Bold, and Perfectionistic.

Low Leadership Preference:

These people prefer to lead by example and would prefer to complete tasks by themselves rather than assign them to others. They tend to be Reserved, Concrete Thinkers, Deferential, Shy, and Tolerate Disorder.

Work Pattern Preference: This is basically a “do it alone” versus “do it with others” scale. This scale would be relevant if you have, for example, a team environment. It is important to note that women tend to obtain higher scores on this scale than do men.

High Work Pattern Preference:

These people prefer to work as part of a group or team, or with at least one other person (that is, not alone). They also like to help others.

Low Work Pattern Preference:

These people prefer to work alone and to accomplish tasks by independent action or thought.

Learning Situation Preference: This is basically a “learn by doing” versus “learn from books (or classes)” scale. This scale would be helpful in determining if a particular individual would fit with your organization’s learning environment.

High Learning Situation Preference:

These people prefer an academic environment, learn by reading books or attending lectures, and seek knowledge for its own sake.

Low Learning Situation Preference:

These people prefer practical learning environments, learn by doing, and prefer short-term training experiences.

Risk Taking/Adventure Interest: This is a safety versus risk scale. While it may seem reasonable to infer a connection to workplace safety and rule compliance, no data to this effect have been presented. Other scales measuring a similar construct have been shown to be related to workplace safety and accidents.

High Risk Taking/Adventure Interest:

These people enjoy dangerous and exciting adventures and enjoy being involved in high risk activities in both work and leisure settings. They tend to be Emotionally Stable, Lively, Non-Conforming, Utilitarian, Abstracted, and Open to Change.

Low Risk Taking/Adventure Interest:

These people dislike adventure and risk-taking. They prefer quiet activities and situations that feel safe. They tend to be Emotionally Changeable, Serious, Rule-Conscious, Sentimental, Grounded, and Traditional.