

INTRODUCTION

Candidate Resources, Inc., has designed The Answer questionnaire to provide you with an assessment of your skills and traits in six Mental Aptitudes and ten Personality Dimensions. It is then possible to compare your aptitudes and traits to those required for success in a job that you currently have or one you desire to have in the future. Armed with this information, you can better understand your strengths relative to the job, and those areas in which you could benefit from further development.

It is appropriate at this point to describe how The Answer presents the mental and personality scores of the individual taking the assessment. The score sheet of The Answer presents the scores graphically on a numeric scale known as a Stanine grid. Stanine stands for standard nine. Standard refers to the fact that the scores are standardized; that is, they are made equal in interval. Nine refers to the fact that the scores are distributed over nine equal-point intervals. Figure 1 shows the stanine scores, percentiles within the stanine intervals, and the cumulative percentiles for each interval. Figure 2 shows how the stanines compare to the normal distribution.

FIGURE 1
WHAT STANINES MEAN

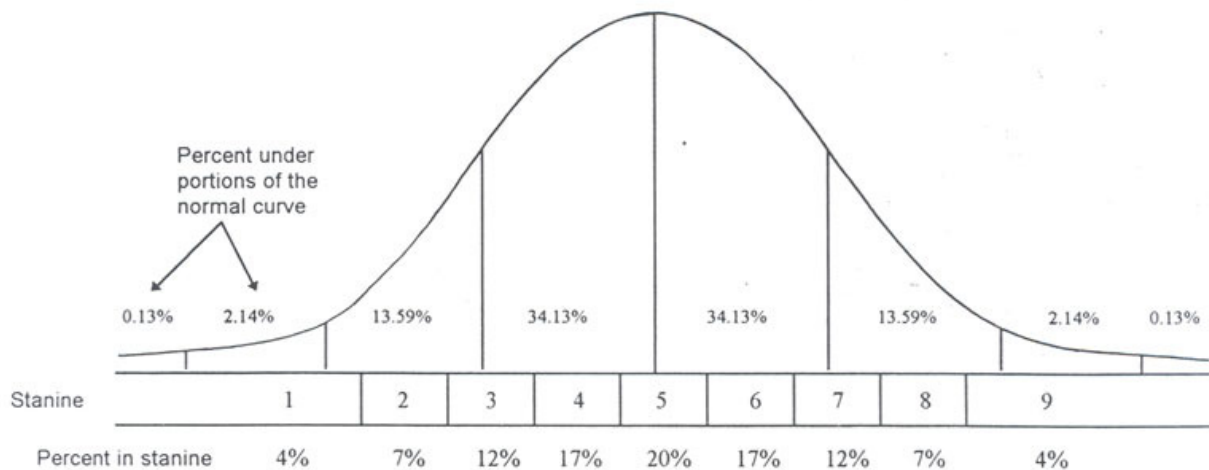
Standard Deviations									
Stanines	1	2	3	4	5	6	7	8	9
Standard Deviations	-1.75	-1.25	-.75	-.25	+.25	+.75	+1.25	+1.75	

Percentages									
Stanines	1	2	3	4	5	6	7	8	9
Percentages in each Stanine	04	07	12	17	20	17	12	07	04

Cumulative Percentages									
Stanines	1	2	3	4	5	6	7	8	9
Cumulative Percentages Ascending	04	11	23	40	60	77	89	96	100
Cumulative Percentages Descending	100	96	89	77	60	40	23	11	04

FIGURE 2

The dimensions contained in the evaluation are measured by the Stanine System. This system of measurement incorporates a line broken into nine standardized sections. The nine standardized sections can be compared to the Bell Curve of the general population, as shown in the illustration below. A score in the 1-3 stanine range equates to the bottom one-third of the population on the curve; a score in the 4-6 stanine range equates to the mid-range of the population on the curve, and a score in the 7-9 stanine range equates to the upper one-third of the population on the curve.



People who have not studied statistics may well wonder why this conversion is necessary or even desirable. Experience shows that many phenomena are normally distributed. Intelligence, head size of adults, the height of a given species of trees of the same age in any locale, all are more or less normally distributed. If their frequencies were plotted on a graph, the graph would have a particular shape which we call the normal curve. Extremely accurate comparisons between phenomena can be made if the phenomena follow that kind of distribution. Our statistical comparisons are more powerful if we convert the data with which we are dealing to a normal distribution. This is true even if the data are not in and of themselves normally distributed. This process is known as standardizing and the scale on which the scores are expressed is a standard scale. The most common unit of measurement of such a scale is called the standard deviation. The primary gain that is made by this transformation is that the scale represents equal intervals. We choose to use stanines as the measurement unit. Each stanine is one-half of a standard deviation wide.

The convenience of stanines is found in their ready comparability. If one knows the raw score of an individual on a test, no interpretation is possible until the relative place of the individual's scores with others is also known. Stanine scores provide a quick and convenient way of making these comparisons.

The person who is interpreting stanine scores from a The Answer score sheet should keep in mind the information from Figure 1. Thus, you would know that a seven, eight or nine stanine score places an individual in the upper 23 percent of the population. Similarly, a one, two or

three stanine score places an individual in the lowest 23 percentile. Repeated reference to Figure 1 should be made until the relative percentile equivalents are learned.

AN OVERVIEW OF THE MENTAL APTITUDES AND PERSONALITY DIMENSIONS OF THE ANSWER

MENTAL APTITUDES

Mental Acuity - measures learning, comprehension, judgment, reasoning and problem-solving ability.

Business Terms - reveals knowledge of basic business terms.

Memory Recall - refers to knowledge of current event items as an indication of how aware the person is of what's happening in the world.

Vocabulary - measures general English vocabulary and gives an indication of a person's ability to communicate with others, whether orally or in writing.

Numerical Perception - indicates ability to handle numerically related tasks quickly and accurately.

Mechanical Interest - measures interest in the mechanical area and is positively correlated to mechanical aptitude.

PERSONALITY DIMENSIONS

Energy - indicates the respondent's energy and drive level, and how tension and stress are handled.

Flexibility - measures integrity, reliability, dependability and work ethics, as well as the respondent's flexibility and ability to adapt to change.

Organization - indicates the respondent's ability to plan and utilize time wisely.

Communication - measures the individual's desire to meet and interact with people versus the desire to work alone, without having to communicate or interact with others.

Emotional Development - reveals an individual's level of self-confidence, as well as how that individual will react under pressure.

Assertiveness - measures whether a person is a leader or a follower.

Competitiveness - indicates whether a person is team-spirited or individualistically competitive and goal-oriented and if so, to what degree.

Mental Toughness - measures the individual's mental toughness and ability to persevere and deal with obstacles in their life without becoming discouraged or giving up too easily.

Questioning/Probing - measures the individual's desire to ask questions and probe rather than accept things at face value.

Motivation - indicates whether the individual is security-motivated, or is recognition, incentive and commission oriented.

Distortion - measures the frankness of the respondent, and thus is related to statistical validity of the personality dimensions.

Equivocation - indicates the decision-making style of the respondent on the personality dimensions, hence relates to the accuracy of those dimensions.

INTERPRETIVE GUIDE

MENTAL APTITUDES

MENTAL ACUITY

The Mental Acuity aptitude of The Answer is designed to measure judgment, learning speed and reasoning ability. The latter is a composite substructure encompassing practical reasoning, deductive reasoning, and reasoning when reading.

Scores in the 1-3 stanine range are indicative of individuals who learn slowly. On the whole, they do not read quickly and they learn more effectively through repetitive processes, requiring the opportunity to take notes, read things twice and review their notes. They deal adequately with concrete data when they have the time to input and encode it in small, manageable amounts. They require more specifics and guidelines to accomplish a task. Generally, an individual scoring at this level is well adapted to an occupation that provides a high concentration of routine and structured work.

Persons scoring in the 4 through 6 stanine range normally have average problem solving and deductive reasoning ability. Individuals at this level continue to learn and obtain information most efficiently through repetitive processes, especially if the data is of a more complex nature.

An The Answer score of 7 through 9 indicates superior Mental Acuity and, if combined with the right personality traits, should enable the individual to handle an occupation of a creative, professional, executive or administrative nature. Individuals who score at this level assimilate information well on first exposure and can utilize it appropriately. High scorers deal effectively with abstract and concrete data and generally have strong long-term memories. Strengths in this area also include the ability to foresee consequences, plan logically and think analytically. Furthermore, high scorers have the ability to use strategy selection and the flexibility to reach their goals. Generally, these individuals will enjoy restructuring or long-range planning and need challenge in their career to maintain their motivation.

BUSINESS TERMS

The Business Terminology aptitude measures an individual's knowledge and use of the terms normally used in a business environment. A person's interest in business matters will also be substantially reflected by this score.

Low scores, stanine levels 1 through 3, are indicative of individuals who have not been exposed to business or at least have not been placed in a position where they had a need or desire to learn business terms.

The average level scores, stanine levels 4 through 6, indicate a moderate or normal level of knowledge and use of business words. High scores, levels 7 through 9, reflect an outstanding knowledge of business words. The individual has had extensive exposure to the specialized language of business and/or is interested in business-related matters and has learned the terminology as a result of that interest.

MEMORY RECALL

The Memory Recall measurement is designed to determine the extent to which an individual knows and remembers what is occurring in the world at national, state and local levels. Low scorers, individuals scoring in the 1 through 3 range, basically are neither concerned nor interested in what goes on in the world around them. Individuals who score in the average range, 4 through 6, tend to keep up moderately well with what goes on in the world around them. They have an average awareness of the competition and average observational skills. Individuals who score high in Memory Recall, stanine scores 7 through 9, will utilize their skills to keep abreast of current events and those factors that will affect the status of their organization.

VOCABULARY

The Vocabulary measurement is designed to produce an indication of the level of general English vocabulary the individual possesses. Low scores, 1 through 3, are characterized by individuals who do not possess a strong general English vocabulary. They may have to “grasp” for words in order to effectively get their message across to others. It is possible that English is the individual's second language; however, if communication is to be done in English, it is still important that the person attempt to improve in this area.

Average scores, which fall in the 4 through 6 range, indicate a normal mastering of the English vocabulary and its use in communication with others in both oral and written forms.

High scorers, 7 through 9, have an excellent grasp of general English vocabulary. These individuals are capable of effectively communicating with others, on all levels, in both oral and written forms.

NUMERICAL PERCEPTION

The Numerical Perception segment of The Answer measures an individual's ability to differentiate and accurately handle matching numbers, symbols and signs. Persons scoring in stanine levels 1-3 are not perceptively oriented and do not visualize details quickly and accurately. They would not function well in occupations requiring visual skills, differentiating between numbers or symbols, analyzing financial statements, sorting or coding items, checking, mailing, shipping or other similar functions.

Individuals scoring in the moderate range, stanines 4-6, will have adequate scanning ability, provided the job does not require close attention to details. Any numerically-related tasks

performed by individuals scoring in this range should be rechecked by someone else to guard against errors.

Respondents scoring in the top one-third of the population, stanines 7-9, have a good ability to scan quickly and accurately. This ability transcends to other areas enabling those scoring in this range to handle numerical tasks quickly and accurately.

MECHANICAL INTEREST

The Mechanical Interest measurement is designed to quickly identify whether the individual being evaluated has interest in mechanical devices, apparatus, etc. It should be stressed that this is not a mechanical aptitude measurement but rather an evaluation of whether the respondent has a sufficient level of interest to put forth the effort to understand mechanical devices.

Low scorers, stanine levels 1-3, are basically not interested in careers in which they must work with mechanical devices. Middle range scorers, stanine levels 4-6, represent individuals who have a moderate or average level of mechanical interest. High scorers, stanine levels 7-9, are highly interested in mechanical equipment. These people like working with equipment and would enjoy a career involving mechanical devices.

PERSONALITY STRUCTURE

ENERGY

The Energy measurement is derived from the premise that individuals are the result of three basic forces: genetic background, environment and biochemistry. Persons scoring low in this dimension, stanines 1 through 3, are characterized by a condition of chronic stress. As a result of the high level of nervous tension and kinetic energy within their systems, they tend to be easily distracted and have short attention spans. To be comfortable in a career work, they must be given the opportunity for physical mobility that in turn provides them the escape valve to work off nervous energy. They may waste a great deal of energy fidgeting and acting out in ways that help them release the residue stress from their bodies. As a group, individual's who score low in Energy are more prone to internalize the stress they feel, thus promoting physical conditions such as migraine headaches, stomach cramps, stomach ulcers, etc. They have a physical need to "blow off steam" and at the extreme, could exhibit outbursts of temper.

Generally, the optimum level in this dimension lies between the average stanines of 4 through 6. Individuals scoring at the 4 level are excellent candidates for careers requiring a high energy level. These individuals thrive on the opportunity to be out and on the go making things happen and getting things done. Their attention span is somewhat hampered by their high level of drive, but, with effort, they retain the ability to concentrate and follow through. Under stress, they may still become somewhat irritable or short tempered, but the phenomena is under a good deal more control at this level. These individuals will simply be more impulsive.

At the other extreme, those individuals scoring in the high range, 7 through 9, are exceedingly calm and relaxed. They can be slow to act, react, and, in general, difficult to motivate. They lack sufficient nervous energy to be action oriented. Calm individuals do not have the internal tension to cause them to act on things. Therefore, they have a tendency to procrastinate and

put off making decisions. Highly calm individuals normally react well in careers in which they are in a stationary position. Motivation of highly calm individuals can be difficult, especially if they also score high in Emotional Development.

FLEXIBILITY

The Flexibility dimension measures integrity, honesty, reliability and dependability. It also measures how flexible and adaptable an individual is to change.

Those scoring on the low side of this dimension, stanine levels 1 through 3, are more flexibly oriented and expedient. They may be fickle, often cutting corners and trying to find the easiest way out of situations. They vacillate easily and are continually changing their minds. They are situationally moral individuals who judge a situation based on the extraneous circumstances that surround it and normally tend to make the decision or take the alternative that is best for them personally. Many lack consistency. When low scoring individuals do apply themselves, however, they can be highly effective.

Individuals scoring in the midrange, stanine levels 4 through 6, are usually preferable. These individuals tend to be more honest, reliable, dependable and normally carry more guilt anxiety than low scorers. They are trustworthy and loyal. Middle scorers are fundamentally consistent in the application of their goals, when handling their responsibilities and when interacting with others. They can be flexible, yet should be fundamentally reliable and dependable.

At the other extreme, individuals scoring in the 7 through 9 stanine range will traditionally be so fixed in the way they view matters that they will be highly rigid and rule oriented in their outlook and actions. They are honest and reliable, but may want to do things the way they are used to having them done in a manner which has worked best for them in the past. They may be ineffective decision makers in a crisis or emergency since they cannot react unless they have guidelines to follow or have previously handled a similar situation.

ORGANIZATION

The Organization dimension refers to organizational habit formation. It measures dimensional awareness, the sense that things are out of place, the attitude the individual has about how his or her own work is best performed and his or her orientation towards planning.

Low scorers, stanine levels 1-3, tend to feel that planning is a waste of time and generally don't bother with planning. They simply do not plan their time and activities. They are basically good temporizers who flow and conform to circumstances as they arise. They prefer to be extemporaneous in their speaking and tend to come off well under those circumstances. They do not fit well into a highly bureaucratic, highly structured situation. Low scorers who are simultaneously extremely sharp prefer careers that offer new and different situations where the challenge is to learn what innovations can be accomplished.

Individuals who score in the average, 4-6 range, organize to an adequate degree. They are generally aware of their priorities, but are able to change and adapt their schedule to meet deadlines or handle interruptions or changes.

High scorers, stanine levels 7-9, are oriented to plan their time and activities. They are technically disciplined and emphasize order and control in their environment. At the extreme,

these individuals want to determine all their alternatives well in advance. They require a good deal of structure and are lost without it. They prefer to not embark on a project unless they have a detailed plan thoroughly in mind and may spend so much time planning that they leave too little time for implementation of plans.

COMMUNICATION

The Communication dimension measures the extent to which an individual has an interest in associating with other people. Some human beings enjoy being with other people, others can take them or leave them, and a third group would prefer to have little people interaction.

Low scorers, stanine levels 1-3, seem to be more detail oriented. They tend to be cool and aloof, basically preferring to be alone. Most are more serious natured and present a rather reserved front. Any occupation requiring uninterrupted attention to detail or precision work is best served by one of these more technically inclined individuals. In interpersonal relationships, these individuals are very selective in developing friendships and prefer one or two close friends to many acquaintances.

The Answer stanine scores of 4-6 in Communication are considered ambiverts. Ambiverts have the capacity to interact and communicate with others or to be alone. They are selective in the people they enjoy or choose as associates. They may be shy speaking before groups, but are generally capable of interacting with others and listening attentively when others speak.

High scorers, stanine levels 7-9, are normally considered extroverts. They are highly gregarious and outgoing individuals. They sincerely like people and rarely tire of talking and interacting with others. They tend to be friendly and skilled in interpersonal relationships. They are unhappy unless they have a good deal of interaction with others in both their work and personal lives. These individuals can possess highly motivating qualities making them effective in careers requiring strong people interaction skills. A shortcoming here is that they may derive so much emotional satisfaction from talking that their work will be adversely affected. They are not always sufficiently task oriented to get things done on time.

EMOTIONAL DEVELOPMENT

The Emotional Development dimension is a measurement of ego strength, emotional tolerance and patience. It is, perhaps, the most important dimension in The Answer, not only in and of itself, but in its affect on other personality traits. Emotional Development is the key to emotional adjustment and governs an individual's ability to adjust to environmental and situational stress. Emotional Development must always be reviewed and compared to the respondent's chronological age. Whereas the Emotional Development balance is measured on a stanine system of 1-9, it is compared to the population of the country on the Bell Curve within the 18-65 age group. We would expect individuals in the 18-28 range to score predominantly in the 2, 3 or 4 ranges. Individuals in the 28-38 range would score basically in the 3, 4 or 5 ranges. Individuals aged 38-50 move on into the ranges of 5, 6 or 7 and those aged 50 and above will score in the 7-9 range. Individuals who chronologically do not align with their emotional age stanine score will be characterized by either extreme impatience or extreme tolerance, as the paragraphs that follow will describe.

Persons scoring in the lower third of the stanine range, 1-3, if advanced in chronological age, are essentially childlike or adolescent in their behavior patterns. They will tend to be demanding and need attention. They need others to be expressive toward them but have difficulty expressing feeling and affection for others. Many times these individuals will hold their feelings in until such time as they lose their temper and explode. Low scorers have difficulty concentrating and do not adjust effectively to stress or noise. They become easily frustrated when working on a difficult task and have a tendency to give up easily. At the extreme, they are possessive, attention getting, selfish and unhappy. They should not seek careers requiring a good deal of responsibility calling for emotional patience and tolerance.

The average range, stanine levels 4-6, is generally the ideal range. Individuals scoring in this range are appropriately patient, tolerant and emotionally mature, but still possess the sense of urgency to get things done in a timely manner. They do not overreact and are more emotionally secure. They quickly adjust to changes in their environment and demonstrate more persistence in their work. Their attitudes do not vacillate as readily, and, in general, they are happier individuals. Furthermore, they tend to be more mature in dealing with their families and others.

High scorers, stanine levels 7-9, may show signs of over-tolerance. A few words of caution are necessary in interpreting scores at this level. High scorers may be too patient with others and wait too long before taking action. Furthermore, this is a scale where "good answers" are abundantly apparent to the respondent. High scores should be checked against validity scales to ascertain whether the respondent is giving an exaggerated picture of himself or herself. Basically, one must be especially careful with the high scorer to see that sufficient planning activity and impatience are put into the work to accomplish the expected results.

ASSERTIVENESS

Assertiveness is primarily a measurement of dominance. It is the power dimension of personality and, of all the personality dimensions measured by The Answer, is the one most influenced by heredity. This dimension is not readily amenable to change. However, the Assertiveness that is possessed by the individual can be controlled and directed so that it can be used most effectively. Additionally, less assertive people may receive training so that they can function effectively in situations requiring higher Assertiveness. In the same way, extremely assertive people can learn to control their Assertiveness for those situations that require a more subtle approach.

Low scorers, stanine levels 1-3, tend to be more passive. They will go to great lengths to avoid confrontations. They are pleasant, cooperative and will be the nicest people you will ever meet. In decision-making situations, they will vacillate, procrastinate, offer vague opinions, pass the buck and systematically avoid being courageous and decisive. They place a great deal of emphasis on maintaining harmony in their environment, and will avoid having to sacrifice that harmony in order to assert themselves. They are order takers and good followers.

Average scorers, stanine levels 4-6, will tend to hold their own when dealing with other people. Individuals who score in this range will not hesitate to express their opinions, if they have a sufficient level of Communication, and will not let others run over them. They have an average or normal ability to assert themselves. Basically, the 4-6 range is the most acceptable and desirable range for most occupations.

High scorers, stanine levels 7-9, tend to be assertive, opinionated and decisive. They are determined, hard-headed, stubborn and generally unwilling to readily accept the viewpoint of another individual. They will tell others what to do, and will let others know where they stand and what they expect. Highly dominant people prefer being the leader, rather than the follower. There are two factors readily available to assist an individual in assessing the approximate Assertiveness level of the person. First, a highly dominant individual will look others straight in the eye. They enjoy confrontations and thus do not feel uncomfortable using a good deal of eye contact. Second, when asked a question, the highly dominant person will give a direct answer. They do not beat around the bush.

COMPETITIVENESS

The Competitiveness dimension measures the tendency of an individual to view life as an arena in which everything is a struggle. It is an environmentally produced dimension. Competitiveness in this measurement refers to the competitive orientation of the person to win on an individual basis. This is not to be confused with the desire an individual has to compete as a member of a team.

Low scorers, stanine levels 1-3, are not avid competitors. They may actually even avoid competition. They dislike comparisons based on competitive rankings. They feel that such evaluations are inappropriate. Low scorers tend to be more easygoing and docile. They prefer to experience life for the satisfaction it presently offers. They are friendship oriented and an important factor affecting their satisfaction with their career will be the opportunities to develop and maintain cordial relationships with clients and associates. They will not do anything to threaten those relationships. Friendship oriented individuals are generally best motivated when the emphasis is placed on each person improving his or her performance for personal reasons, or for the sake of helping a friend, or the team.

Average scorers, stanine levels 4-6, will tend to take competition or leave it. If average scorers are involved in a contest, they will only make a moderate attempt at winning. They simply cannot stand the inward threat that might be incurred by their associates if they "beat them". They are simply not oriented to have an inward, burning desire to compete, achieve and personally win. They tend to accept competition without promoting it or aggressively participating in competitive situations.

A high score on this dimension, stanine levels 7-9, indicates a burning desire to win, to meet and beat any challenge and to excel whenever possible. High scorers have a great deal of self-discipline, competitive desire and pride in their accomplishments. They do not waste time, are better organized and generally more productive. They have a driving need to be doing something that results in success and achievement. They continually set higher personal goals for themselves and will allow little to stand in the way of reaching those goals.

MENTAL TOUGHNESS

The Mental Toughness dimension refers to both physical and mental toughness. It is a measurement of an individual's vigor or capacity for endurance. A score in this dimension is a function of environmental influence and reflects a tender-minded or tough-minded individual.

Low scorers, stanine levels 1-3, are sensitive to their own needs and feelings as well as those of others. They have a greater capacity for empathy and are gentle when dealing with people.

Rejections and criticisms are usually taken more seriously and personally than they were generally intended. Tender-minded people get their feelings hurt more easily and are slower to heal when they do. At the extreme, they may be too dependent upon the opinions of others with respect to their own values. Many times, these people are more easily depressed and live in a pattern of "peaks and valleys." Persons low in this dimension dislike rough people or rough activity, uncleanness and are more attuned to physical discomforts. Tender-minded individuals are usually more imaginative, aesthetically oriented and are more appreciative of beauty.

Average scorers, stanine levels 4-6, generally withstand the blows and abrasions of life acceptably, yet still have the sensitivity to be concerned about other people and their feelings. They have the ability to recognize and enjoy color, form, art and other aesthetic values as well as reasonably adjust to criticism and training. In most situations, a stanine score of 4-6 is highly desirable. It reflects an individual who has sufficient empathy, sensitivity and aesthetic orientation, yet, at the same time, is not too easily depressed or too sensitive for most occupations.

High scorers, stanine levels 7-9, are basically tough-minded people who are oblivious to physical discomforts and criticism. They are self-reliant individuals who have a good deal of resiliency and bounce back quickly from any misfortune or setback. They see themselves as having good self-discipline and control. In interpersonal relationships, they exhibit little sympathy or empathy, yet, they avidly give advice and see most situations as black or white. Those who score in the extremely high range may be insensitive.

QUESTIONING/PROBING

This dimension, Questioning/Probing, measures the worldliness of the respondent. Interpretations, however, must be rendered with respect to the environment from which the candidate comes. A low score does not necessarily hamper career performance, but there are occupations in which a lack of realism could easily get in the way.

Low scorers, stanine levels 1-3, are characterized by a naive and gullible manner. They accept almost everything at face value until proven wrong. They simply do not question or probe into the reasons that people say and do the things they do. At the extreme, these individuals have the world's worst timing. They bring things up at inappropriate times and may even be crude or crass under stress; however, they tend to have a positive, optimistic attitude.

Average scorers, stanine levels 4-6, have scored in the range that is generally preferable. These individuals are not overly gullible or naive nor overly cynical. They tend to accept most things at face value but will do a moderate amount of probing and questioning to ascertain the basis for an answer or a decision. They have the ability to question and to look into matters yet they are not continually of the opinion and feeling that other people are out to take advantage of them or gain an advantage over them. They have an ability to interact in a normal and smooth flow with those around them.

High scorers, stanine levels 7-9, are more shrewd and straightforward in estimating the motives of others. They are candid and attempt to discern the whole commentary in an interaction so they can adjust to it. They are better diplomats and pick their shots pretty well. At the extreme, these individuals become motive driven and suspicious. They create barriers and don't believe or trust anyone. They are skeptical and prohibit others from getting too close to them. Genuine relationships with others are few and far between in these instances. However, it is unlikely that

an extremely high score would interfere with efficient career performance as long as the character or personality are otherwise in good order.

WORK MOTIVATION

Work Motivation is one of the more critical dimensions of The Answer because it measures how an individual is best motivated. It explains which rewards will be most attractive to the respondent and what the respondent basically considers important in life.

Low scorers, stanine levels 1-3, are basically security motivated. They prefer a career that offers job security and avoid any changes that could potentially damage security. They will like the predictability of regular hours, a regular salary and an assured retirement income. Security motivated people do not readily accept career change. Once security oriented individuals find careers that represent security to them, they are quite reluctant to change. They may be extremely sharp mentally, have a good drive balance and enjoy people, but their need for security often supersedes these tendencies, sometimes to the extent that they will pass up opportunities that may represent a threat to their security. Rewards that are important to these individuals are money, comfort, quality, assurance, retirement benefits, company profit sharing, social security and praise for their efforts. They would not want their income to depend on their performance, as would be found in a straight commission sales position. Once they have the degree of security they desire, any efforts to increase productivity or improve performance will be for job security reasons, not for any personal rewards they might receive over and above job security.

Average scorers, stanine levels 4-6, are basically the type of individuals who work well in a career that provides a moderate or average level of security combined with some sort of recognition and incentive. Normally, individuals at this level do not engage in a great deal of self-improvement nor are they overly ambitious. Furthermore, they are generally not willing to take chances or make the sacrifices often required for achievement.

High scorers, stanine levels 7-9, tend to overwork, overplay and burn the candle at both ends. They are futuristically oriented and will take risks and speculate if there is recognition or profit in it. Generally, high scorers thrive on recognition and incentives. They are highly motivated by status, attention and achievement. They are motivated by challenges and are highly entrepreneurial. As a rule, they are not as technically inclined and will not be as thorough with details. High scorers are not creatures of habit; they like to be going and doing as much as possible. They like anything new, interesting, challenging and exciting. Their enthusiasm is usually contagious, giving them a good ability to motivate others, especially if they have strong levels of Communication and Competitiveness.

DISTORTION

Distortion measures the extent to which individuals will present themselves in a favorable light regarding conformity, self-control or moral values. Stanine scores of 1-3 indicate that the applicant's responses on these particular questions are candid and frank. We can be reasonably assured that when the respondent has scored in the bottom one third of the population tested on this measurement, that the remainder of the answers given will be true to his or her nature.

Average scorers, stanine levels 4-7, have fallen in an acceptable level for this dimension. They have a fair knowledge and understanding of their own strengths and weaknesses, yet need to establish and maintain a protective exterior.

Individuals scoring in the 8-9 range indicate that they have exaggerated their standards, self-control or social conformity so much that the validity of the test is questionable. These individuals have a strong need to be accepted or liked and are careful to put down the "right answers" when taking the evaluation.

EQUIVOCATION

The Equivocation measurement is taken from the Personality Section questions and is merely the number of times a person chooses "2" answers instead of "1" or "3" answers. Stanine scores of 1 through 3 are in the low range of Equivocation. These scores represent individuals who have accepted the task of choosing extreme responses that are in most instances polar opposites. This score is indicative of individuals who are more secure and confident in the way they feel about themselves and their relationship with their environment. Persons scoring in stanine levels 4-6 are in the average range. Individuals who score in the 7-9 range are evading commitment about how they feel about themselves and their relationship with others.