

PDA Personal Development Analysis

Studies on PDA indicators

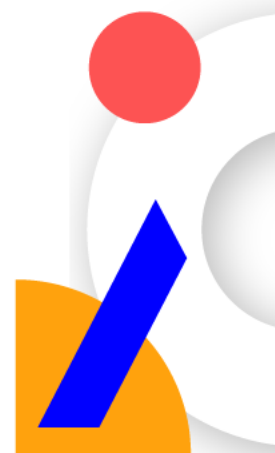




Introduction

This material has been developed with the purpose of providing PDA Assessment® users and analysts a solid, grounded foundation in field studies and in controlled samples, which allows them to greater confidence in the analysis and a better interpretation of the indicators.

For more than 15 years the PDA Assessment® has been used successfully to help people to know each other, to understand themselves and others. Much has already been written about the theory and its history. Born from a publication of the Psychologist, Inventor and Theorist, Dr. William Moulton Marston in 1928 and then consolidated internationally as an instrument that strongly supports the selection and people management processes. Over the years, it has been proven that this is a low-cost, easy-to-use tool and quick to apply very useful both to improve self-knowledge and to know talents and predict behavioral styles in people and in the working groups. In this study we will analyze in depth each of the indicators of the PDA Assessment®, we will share some cases and experiences that you will allow users and PDA analysts to consolidate their knowledge of the Axis of the Self-control and each of the Indicators of the PDA Assessment®.





Since the first studies we have noticed how sensitive the employees to the treatment they receive from their leaders and their Organizations. When employees perceive that the company stops the one they are working on are paying attention to their efforts, they maintain

better productivity despite having working conditions opportunely adverse. In fact, professionals are experts in motivation and in behavioral aspects have come to establish "values" economic" to measure employee motivation. Not surprising. observe that well-motivated employees tend to have better records of attendance and longer stay in the organization than less motivated employees. Understanding that absences and Low productivity are costly for most organizations, any contribution that strengthens the motivation of employees can have some economic value. The Energy Balance (EB) is a variable very sensitive to the motivation of the employee who (tries to) seeks to feel taken into account and valued in his or her workplace. Let us remember that the EE is the result of the ratio between the Energy Level (NE) rating expressed in the Natural Profile and the qualification of the activity expressed in the Adapted Profile:

$$EB = \frac{E_{PA}}{E_{PNa}}$$

$$E_{PNa}$$

When the EE is less than 39%, the self-concept of the person (... Observed in the Natural Profile) shows a greater sensitivity than the social role (... observed in the Adapted Profile). When EE is observed between 39% and 21% we see despondency and feelings of low self-esteem, a possible demotivation. Already below 20% this proportion indicates the





discouragement at how you perceive being treated by the organization and often the Person has already updated their resume to start distributing it. EB can also be seen as the energy investment that the individual you feel that your current situation requires you. It is expressed accordingly to the consideration between the Energy level of the Natural Profile and the Energy level reflected for the Adapted Profile.

A low EE suggests a perception by part of the employee that the job requires less investment of Energy of the one he can offer. Sometimes we also see a low EE in employees who are "contemplating beyond their present work," the next promotion. More often, with a low EE we see despondency and a feeling of little consideration by the organization. When a low EE continues by long periods of time could certainly lead to problems and results negative for both the Person and the Organization. For the person, your self-esteem will likely drop to a point that could affect and damage your self-concept, and for the organization, as it is being used inadequately the potential of the person, will undoubtedly affect significantly the productivity of this employee. Consequently paying attention to EE will help improve the employee's self-esteem and their contribution to the organization. When the EB is between 40% and 50%, we usually see a person who is satisfied with the level of Energy that perceives that your current situation requires you. Your performance is likely to be adequate to expectations of work. It is not uncommon to observe this level of EB among former employees. with successful results. Here, if you want to relocate or assign new ones responsibilities to the employee, should be performed only in case of





need on the part of the organization or in response to the interest of the employee. When EB is placed in the range of between 50% and 60% it is possible that the person is motivated to achieve the goal they believe is consistent with the expectations of the organization. In an interview, a person with a EB in this range is normally enjoying a work situation challenging in which you think your efforts are supported and recognized.

When the EB is placed in the range of between 61% and 70% it implies that this person perceives that the Energy requirements of his current situation, observed in the Adapted Profile, are greater than those presented in your car concept, observed in the Natural Profile of the person. This indicates that the person perceives that his current situation requires a greater investment of energy compared to your own energy level. When a person's EE is in the range between 71% and 79%, it is likely that the level of aspiration is extremely high but with demanding goals which are still affordable.

A sense of unreality enters the picture when the EB exceeds 80%. Now we normally see the aspirations as beyond the person's ability to realize them. Quite often, the person's perception of expectations on the part of others it is incredibly high, it is compensated by a trend interior to set unattainable goals. Below, let's explore some examples of EB:

1. A participant in a recent Analyst Certification Seminar PDA had brought a dozen PDA Reports as examples for the practice. The twelve (12) PDA(s) tests had been administered to the

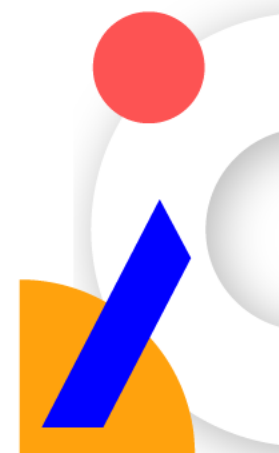




employees of a company that acknowledged having a plant of "low technology" that was being seriously considered for the closure.

Employees at the plant had been striving for increase plant productivity without success. Nine (9) of the twelve (12) PDA reports showed EE below 39%. The remaining three (3) reports, one had an EB of 40%, this was the plant manager who had already requested and received the transfer to another industrial plant within the same organization.

2. As part of an internal team of a consulting program, the A company's vice president of operations completed the PDA. The Natural Profile was 90 20 30 60 with an Energy Level rating of 56%. The Adapted Profile was 90 40 30 40 with its Energy Level of 39. His EB was less than 20%... Six months earlier, in a reorganization initiated by the board of directors, the same vice president of operations had been stripped of its authority over three main departments. His peers described him, from his own perspectives, as a person "who had lost the enthusiasm."
3. Natural Profile 10 40 60 90 with an Energy rating of 29%. Profile Adapted 10 70 30 90 with an Energy rating of 49%. Your Balance of Energy was over 80%. This is a 25-year-old individual who has requested your company's executive development program. Although admission to the program at this company requires an M.B.A., this employee has not completed his university degree of four years yet. He is currently working a lot of overtime in a new position that is the key to the success of an entire project. Although the valuation of the project by the company showed





your recent need for an additional person, the employee with aEB alto saw no such need, although the project had begun to lag behind on schedule. In your family life, the employee who has Married for two years he has a baby and another who comes. The couple he bought a new car and a new house recently.

The actions that analysts must take based on the EB vary with their level. The first recommended action, of course, as with the other PDA variables, is to verify accuracy by comparing the person's behavior and their perception of the situation.

- EB at the 30% to 79% level may not require any action, depending on the situation.
- EB below 30%, and especially below 20%, often points out the need to
 - (1) increase the challenge at work and opportunities for achievement, and
 - (2) open communication towards the employee and inform you how appreciated your achievements are.
- EB over 80% normally suggests consulting with the employee with the purpose of
 - (1) redesigning your position and responsibilities to provide more realistic goals and demands, and
 - (2) train or advise the employee to encourage them to have a level of aspiration more realistic.

The Action of the Analyst against the Level of Energy Equilibrium must be specific to the employment situation and based on interest and approval both the employee and the organization.





Studies that enrich the interpretation of the Energy Level

Concept

By Energy Level we mean the available energy supply within an individual who contributes greatly to overall effectiveness of the person's organism. This definition reflects the fact that everyone we have a certain energy and generating organisms that make possible to exhibit the behavioral criterion that defines life. The more energy we possess at a given moment, the farther we are from coma and death. When our energy reserve is reduced by work or illness, we have to restore that supply with rest and food; as well as with medication in case of illness. The Ways in Which Differences Individuals in energy supply manifest themselves include: differences in alertness, knowledge, sensitivity, endurance at work and overall effectiveness of conduct in dealing with all types of demands that are made of us in daily life. It may be unnecessary, but nevertheless it is important to emphasize that this level of energy supply or "liveliness" (which we identify with the term Energy Level) is totally different from that source of behavior we refer to when we talk about how active or energetic an individual seems to be. The latter is an indication of the proportion in which the person is consuming their energy supply available. There is no necessary relationship between the amount of energy that people have available and the proportion in which they consume it. Even when several individuals appear to be essentially similar in the amount of Energy they show, may still differ in how much capacity they possess.





to maintain their behavior. In this way, the features excitable versus phlegmatic, which could differentiate people, relate to the concept of Energy and yes, on the other hand, they are indicated mainly on the Axis of Patience. It is also worth noting here that we consider the Energy Level it has little in common with what is measured by so-called Coeficiente Intelectual IQ.

o As a practical comment, it is very possible for an individual has sufficient intellectual abilities to function as a person at the level of a PhD for a few hours or just a day. In contrast, another individual without the mental abilities, or achievements Educational equivalent, can work for many hours at a time of a very effective (or "mundane") way. Therefore, one can very well meet people with limited and moderate intelligence, who are made very effective, when dealing with their particular environments. On the other hand one may also encounter individuals who possess skills considerable mental who run out of fuel or lose their efficiency, after short periods of effort, in tasks commensurate with their intellectual abilities. We also find, regardless of measured intelligence, that it is feasible to observe a person in a situation where it has too much to offer; as well as it is possible to see someone being in a situation where they have very little of the vitality Necessary. For example, the person who is perceived as problematic (constantly getting into what you shouldn't, where you don't expect it, and in what your Boss would certainly prefer he not to) has resulted in often be a person whose work simply has not required all of it. the vitality that he/she possesses. Of course, there are facets of intelligence that reflect the level of supply. of a person's energy or liveliness in ways that contribute to an effective work performance. Such skills are involved in the achievement of

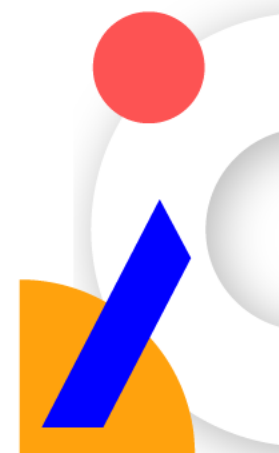




flashes of ingenuity, to solve in new ways, problems that have existed for a long time; or correct, quickly and correctly defective mechanical operations. Here are some manifestations of intelligent behavior that derive, in large part, from a High Energy Level. Another foundation within the concept of Energy Level is found in the fact that Marston considered vitality and efficiency within the physical composition of a person as an innate characteristic.

He arrived to this conclusion due to the abundant individual differences known among people who reflect the inevitable consequences (as it seemed to him) of varying amounts of liveliness. An example of what he meant is seen in the all-too-common phenomenon of promoting to people at their levels of incompetence. This seems to have its origin, largely in the trend of business and industry to follow promoting people until they are finally put into jobs that require them to deal with higher levels of complexity and demand for alertness, knowledge and vitality of which your innate supply of energy it can allow them to drive successfully. By the way, the vitality we mention here is not of the kind that merely involves the ability to show muscle strength for periods prolonged. We refer, instead, to the ability to maintain the productivity at work (whether intellectual or physical).

This is a attribute that we find that also relates to aspects such as the professional hierarchy and the absence of disease. The more demanding and full of responsibility the position, the greater the the pressure and required hours that employment imposes. Thus, the more you know rises in the ladder of the professional world, the greater the energy and the





resistance one must possess at work to withstand the demands of each subsequent level. Therefore, the number of days per year lost by disease decreases regularly, as examined statistics for progressively higher levels of employment in the professional hierarchy. Indeed, people who work longer and have the heaviest pressures are those that incur the least loss of time at work due to illness. We seem to have people with more innate energy (available to be used to resist common diseases) occupying progressively higher levels in the professional scale. Found that even doctors (also at a high level in the occupational hierarchy) tend to be considerably less prone to diseases than most of us; that we expose ourselves to far fewer infections potential than them. Marston also believed that the creative individual, who comes out with ideas genuinely new, is typically manifesting an Energy Level innate high through their ability to order associations, or possible cause-effect relations of large masses of known facts, while that other people (with smaller supplies of innate energy) are unable to integrate in an equally ingenious way. Also, he observed that individuals who have the highest number of accidents tend to be those that show low measured Energy Levels. From here it is concluded that these accidents usually occur because of a minor alertness, coordination and knowledge of risks implicit in the lower levels of liveliness or Energy Level than such persons have. These are just some of the manifestations of individual differences in liveliness or energy level that led Marston to develop the concept of Energy Level that is included in the PDA Report. When we see





an individual who is coarse, rude and showing unproductive or negative qualities of various kinds, is presumed to lack an innate energy supply. It is necessary for him to exhibit his particular pattern of behavior in a more socially desirable and profitable way. It only lacks the vitality necessary to make good use of its particular behavioral dispositions.

Given the right opportunities and a problem-free mental condition, a person who displays his particular behavioral style in a productive, refined, socially accepted and positive way, is presumed to be adequately endowed with basic energy and vitality. Such people are often described as possessing a higher than low cultural level. By contrast, people who are highly endowed with energy are usually people who have a precise, relatively distinguishable style of behavior. These people are generally so intelligent and versatile in effective behaviors that it leads others to refer to them as "geniuses" or "brilliant." This, then, is the global nature of what we mean here by the term "Energy Level." To interpret energy ratings properly, it is essential to understand the nature of our Energy Level measure.

Measurement

It should be understood, to begin with, that the qualification for the Energy Level obtained through the PDA Assessment® is a good measure. Obviously, however, it is not a perfect measure of what we do.





we define as the Energy Level. (No qualification of a "test" is always a perfect measurement, of course.) A perfect measure would provide a real interpretation of the amount of energy in the organism of a person; as when we test the voltage level in a battery of a car to see if it's 12 volts, 11 volts, or whatever. What we have is an indirect measure of the application of vitality, alertness, knowledge and energy that an individual possesses. This stems from the fact that the four primary axes of the PDA Assessment® were designed as measures for the total model of behavioral impulses constituting the same human concept. Keep in mind that there are individual differences between people in the mastery of the parasympathetic or sympathetic division of your nervous system autonomous; as well as the related types of equilibrium within their endocrine gland systems. Some individuals are of nature parasympathetic or underactive and therefore are calm, bearable, unalterable and advancing at a slow pace within our world. Others are more hyperactive "sympathetic" individuals who are the rushed and boisterous among us. In the same way, each of us has a characteristic perspective of life in this world. Some of us we tend to see much more promptly than others something threatening, antagonistic, unfavorable, hostile, or bad when looking at particular situations in our daily lives. In contrast, other individuals are more inclined to see something safe, favorable, or friendly when looking at the same circumstances or everyday life situations. As a consequence, the PDA Assessment® has been built on the following Premise: That the (1) extent to which people function and (2) Characteristic perspectives of life are the only operational bases needed to produce and explain the wide variety of behavioral styles observed in people. This is true because these two features





they act reciprocally in such a way that they are integrated by four fundamental components of behavioral direction (or Axes) that, in various combinations of force, produce an almost infinite variety of possible ways in which the energy we have can be used in our daily lives. Therefore it is assumed that the productivity of the individual, which responds to the Words in the Analysis used to measure these Axes, is characteristic of their global sensitivity to the world around it. This global level of sensitivity, in turn, it is seen as dependent on the supply of vitality or energy that the person possesses at the time they fill out the Analysis form. Here we come to a practical problem related to the measurement of the Level Energy with the PDA Assessment®; the fact that it results in a particular moment. The individual may or may not "be on the cusp" in his or her power supply when engaged in the task of responding to the words contained in the Analysis form. As you well know, temporary declines in optimal individual energy supply occur as a result of fatigue or illness. Those declines in the Level Energy (LE) are shown in the way an individual functions; even in a task such as filling out an Analysis form. We've heard often telling people that because they were really tired when they filled out the form and "just couldn't dial as many words" as they normally would or have done in the previous occasions when they "felt good." It is also known that the Energy Level ratings are very restricted in cases where people were afraid to fill a Analysis form and chose the evasive tactic of telling us so little on them as they could; marking the number of words that they





seemed acceptable. (The Pattern Profile is usually significant in these cases, although the rating of Energy is not). Sure, this can be the result of poor administration and could be described as the consequence of feelings of coercion on the part of the one who completes the PDA Form. There may even be times when the individual feels that you must fill out the form and do so reluctantly; although not of a blatantly evasive way. This produces a trend in the much lower response than would be the case with the administration carried out in accordance with the principle of making the PDA completely voluntary. Walk up to someone and say, "Hey, fill this out! it is, obviously, a mismanagement. Finally, you too can get a completely different reaction under these conditions. There are individuals who adopt the tactic of marking all but a few words in the Analysis to apply to a position and therefore, they succeed masking themselves completely before the person who has asked them to fill the form.

Interpretación

How then to interpret the Energy Level ratings? As a PDA Analyst Cares About a Person's Energy Rating for describe their behavior in certain qualitative terms. Of course it is the PDA Profile of the individual showing the qualities or characteristics more accentuated of his behavioral style. However, the Level rating The individual's Energy tells us how much "energy" is behind any behavioral style that the person possesses; according to as indicated in the Pattern Profile in your PDA Report. The more energy you have, the more it is likely to see it as brighter, ready and quick to "get in tune".

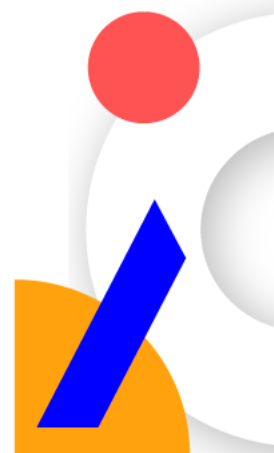




The less energy you have in your behavioral tendencies, the more you'll probably be seen as confusing, dull, slow to "get down to tone" and forgetful. The indirectness of our Energy Level measure and the arrangements that must be done when special factors are found in the situation should not allow to disguise this fact: that the vast majority of ratings of Energy obtained are very useful indicators of a component extremely important within the total composition of these people who complete the PDA Form. It is therefore appropriate that the interpretation of the ratings of the Energy Levels serve in the first place to describe the overall effectiveness with which the individual behaves in the style that is most likely to show and then, secondly, to judge compatibility with the demands of a given position.

Studies on the Profile Intensity Indicator

Profile Intensity is obtained by combining the score of the highest Axis of a PDA Chart with the lowest Axis score, taking only the four primary axes, i.e. not including the Axis of Self-Control. These two axes, which are at the ends of the Graph and which are used to compute the IP clearly describe the most outstanding features of the PDA profile and define the biggest difference between two Axes in that person's PDA Chart. Since there is also the statistical error of normal measurement, associated with each vector, we can have greater confidence in the interpretation of a PDA chart with a wider IP (as long as it does not exceed 80%) than in the interpretation of a PDA Chart with a narrower IP. As you can see, we have little confidence in a Pattern Profile when the IP is of 80% or higher since if you exceed this range some inconsistency can already be present. We also have little confidence in a PDA Chart





narrow, whose IP is less than 30% since from that range it is possible that there are inconsistencies, and if it decreases to 20% or less it becomes directly inconsistent, subsequently does not manifest itself through the Axes no prominent behavioral trends. The reason we insist on caution when interpreting an IP of more than 80% is that, according to our studies, only approximately 3% of those evaluated will get such a grade high in its IP and practically in all those cases, of that 3%, a low level of report consistency. With an IP greater than 80%, even if the profile consistency level is high, we tend to observe a wide magnitude of the behaviors suggested by both Axes that are in the ends of the profile. That is to say that we usually observe that the High Profile Intensity values are associated with intense extreme axes ($IE < 20$ or > 80) and with interpretations that, based on the intense IE, describe characteristics such as belligerence, superficiality, indifference, dependence, ethical rigidity, frustration, hostility, tension, negativity or emotionality, among others. When an IP is between 30% and 80%, that is, it is not too much high or too low, the report will give us a clear and consistent indication of the distinction of the person's probable conduct. When it reaches below 20% the IP is indicating that in this graph shows virtually no behavioral trends marked, characteristics. The force expressed through the Plus Axis Pronounced graph is extremely close to strength expressed through the less pronounced axis, which implies that it is not possible to observe or describe their own behavioral tendencies, features in said PDA chart. It is so that to all graphic PDA with an IP less than 20% is considered "Invalid Report" and cannot be used to interpret or predict behaviors.





Studies on the Axis Intensity Indicator:

To begin with, we explain that EIs are determined through a calculation internal that the system performs by dividing the ratings of each Axis with the rating of the Average (M). In turn, to obtain the Average (M) the system adds the internal rating of the High Extreme Axis and the internal rating of the Axis at the low end and divides it by two.

$$IE = \frac{\text{Internal Axis Qualification}}{Mc}$$

Mc

EIs measure the extent to which a person's behavior is measured each Axis "stands out" in the person's average for the four Axes. EIs reflect the ipsative (mean) nature of the PDA Graph. Conduct A person's expectation is not predicted by the "absolute" magnitude of the Axes, but by the magnitude of the Axes when compared with one's own average of all four Axes of the person's graph. The normal range for an IE (including the Axis of Self-Control) is 20% to 80%. The majority of employees and applicants (approximately 68%) will be within this expected range. Only 15% of respondents the PDA will obtain an IE rating that exceeds 80% or that is found below 20% on a given Axis. As we ascend in the IE scale over 80%, the percentage of those who respond and get a rating this high or higher decreases rapidly (See Table 1).

	R	E	P	N	S
IE 85% Or highest	7.5%	5.4%	5.6%	5.2%	8.2%
IE 90% Or highest	1.5%	0.6%	0.9%	3.5%	1.9%
IE 95% Or highest	0.2%	0.2%	0.0%	1.5%	0.5%





Similarly, when we descend on the EI scale to less than 20%, the percentage of those who respond and get such a rating of low decreases rapidly (See table 2).

TABLE 2

	R	E	P	N	S
IE 15% Or highest	6.5%	5.0%	6.0%	4.9%	10.5%
IE 10% Or highest	0.6%	0.4%	0.8%	0.3%	3.8%
IE 05% Or highest	0.0%	0.1%	0.0%	0.0%	0.7%

EIs below 20% or over 80% will be identified as "areas of possible conflict" in PDA Charts for the purpose of such Axes. Intense people receive the interpretive attention they deserve. Analysts who interpret a PDA Chart containing one or more Axes extremes (EI below 20% or greater than 80%) should continue integrating the four Axes, but they must put a lot of emphasis on the interpretation of the intense Axis(s). We describe below the characteristics and particularities of the Axes Intense:

Risk Axis

EI < 20% – There is usually a feeling of failure, of giving up. Often the person feels "carried" by environmental forces stronger than their own. IE >80% – At this level risk becomes aggressiveness. May be indicating belligerence or combativeness.





Axis of Extroversion

IE <20% - Isolation, avoidance of others, or discomfort in front of people may be present. IE >80% - At this level, social touch is it turns into "manipulation" and superficiality.

Axis of Patience

PatienceEI < 20% - Anxiety, permanent urgency, constant change is indicated. EI >80% - There is likely to be some apathy along with difficulties indeal with unexpected changes.

Axis of Conformity to Standards

StandardsEI < 20% - This is the Axis of extreme measures, stubbornness, stubborn behaviors and permanent nonconformity. IE >80% - An extreme dependence on ideas and decisions of other people, obedience and extreme conformity to structures, norms and procedures.

Axis of Self-Control

EI < 20% - A lack of premeditation is suggested, that is, it is difficult to evaluate the impact or consequences of their actions; this can become, in certain opportunities, uncontrolled and emotional. IE >80% - Extremely conservative, ethical andan extremely rigid morality. There is a tendency for the Axis of Self-Control, within normal limits,(EI >20% and < 80%) to attenuate the negative features of the axis ends





described above, as long as the IE remains between 10% and 20% or between 80% and 90%. When two or more Axes are intense, then they should also be emphasized. The two appropriate integrations of the Axis. That is to say that if the EI of the Axis of the Extroversion out 83% and axis ei of Patience 18%, for example, then kindness, extreme social dynamism are indicated.

Studies on the Profile Modification indicator:

Profile Modification is defined by comparing the trends expressed in the Natural Profile, which define the self-concept, with the trends expressed in the Adapted Profile, typical of the current role. The system simply calculate and get this comparison and express the value of the "Profile Modification" below the graphs, between the Natural and Adapted. Prior to the systematization of the instrument, the way to calculate the MP was through the "Tables of PDA correlation", which consisted of extensive numerical tables that included all possible combinations. In them they were sought by hand and they compared the pattern profiles obtained from the Natural and the Adapted. Profile Modification measures the magnitude at which the perception you have the person of the conduct required in your current situation, or in most of situations, it is consistent with their self-concept. In other words, the ratio of the Profile Modification tells us how much it currently modifies your behavioral style to adapt, accommodate perceived requirements of the role. This index is primarily interpreted as reflecting a flexibility. healthy in role adaptations, in contrast to rigidity and inflexibility.





When the Profile Modification reaches or exceeds 80%, it suggests rigidity. Yes this mp level occurs on a PS 100 70 30 10 in an executive position, a PS 70 100 30 00 in sales or a PS 40 70 80 00 in service, then maybe we have more than just inflexibility. The person may be tending to adopt a way of acting to some degree inconsistent with your previous and most typical self-concept. This is particularly likely if the P (Profile Intensities) in the Natural and the Adapted are in the range of 80% and the NE (Energy Level) is also close to 80%. Even if all these Described conditions do not occur simultaneously, probably we will have a person who has no intention of adjusting, of adapting to the expectations of others or to the various situations that are given to them Present. Rather he would be a person who might even resent the critical or behavioral demands of your current situation. When the Profile Modification is in the range of 70% and 80%, the person can adapt a bit yet is still rigid in its behavior in terms of conduct despite the circumstances. The desired range for Profile Modification is from 20% to 69%. Most of us we place in this range of behavioral variability. This range describes a healthy, flexible person who is under little pressure to adapt their self-concept to what his role requires. It is when the calculation of the MP is below 20% that the person already perceives the need to act a role in a certain way that is remarkably different from its Natural Profile. When the Modification of the Profile is below that range the person is making an effort genuine to act in ways that identify with the role, yet do this is equally costly and uncomfortable. When the coefficient of MP is strongly negative as below 10%, the effort to perform the role tends to produce considerable stress that can manifest itself in





tension, aches, pains, irritability, or some other form of discontent notable. If this situation persists and persists for a while long enough, the Natural Profile tends to move in the direction of the perception of the role, resembling the Adapted Profile, at least temporarily. This could lead to a conflict in the profile Natural, in the self-concept, and then the Natural Profile can be expected to continue to switch to the adapted Profile shape. In summary, the Profile Modification ratio allows us to evaluate the level present consistency between Natural and Adapted. Within the normal range from 20% to 69% there is a normal share of flexibility between the Natural and the Adapted. When the MP is below 20% the individual is modifying many aspects of your behavioral style, which could confirm a high level of stress therefore adjustment. Obviously more with the candidates than with the occupants of the position, the Adapted Profile may be affected by previous work or by the candidates' perception of the position they are applying for. If a candidate is hired, the PDA must be remanaged to the approximately six months. Usually, for that time the Profile Adapted will reflect quite well the person's perception of the requirements of the new position.

Studies on the Decision Making Indicator

As we already know the PDA Decision Making Indicator is measured by comparing the risk axis rating with the qualification of the Axis of standards.



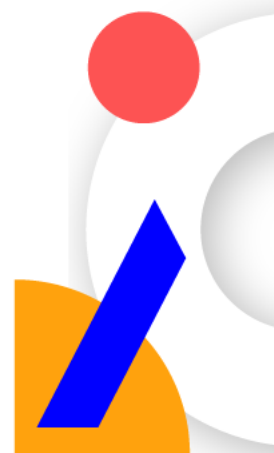
TD=ER

E N

The Decision Making indicator measures the extent to which an individual is unable to decide between which of two opposing areas of behavior should assume. When the Risk Axis and the Standards Axis have almost equal pronunciation, the range of the TD scores between 20% and 80% and indicates that people hesitate between sticking their heads out and exposing themselves (... strength that proposes the Risk Axis) or not to take it out and avoid this situation (... strength that proposes the Axis of Standards). When the activity of the sympathetic nervous system against nervous system activity parasympathetic the person is tense and nervous, may get sick easily, maintains irregular sleep habits, can daydream and directs all its energy inward. So when the TD is at 50% we usually see hesitation and uncertainty in the behavior of the person whose PDA Graph we are interpreting. This hesitation and we call uncertainty "Tension or Conflict in the Taking of decisions" and we can describe 3 types of Conflicts in the Taking of Decisions:

1. Tension or Basic Conflict.
2. Tension or Role Conflict.
3. Tension or Conflict between Patterns..

The Basic Conflict occurs when we look at the score of 50% in the Natural Profile Chart. We infer that the causes of this conflict are originate in the private sphere, at home or with the family. As Analysts now we must engage in the individual's personal conflicts. Can simply mention this data provided by the PDA Graph, explain to the





person who interprets a certain hesitation in decision-making and suggest that you "do something about it." Role Conflict occurs when we look at the score of 50% in the Adapted Profile Chart. This suggests that the person feels certain confusion in what is understood to be expected of her in terms of her work situation. There are often confusing signals at the level at which it allows decisions to be made in the important areas of conduct of work. This type of conflict may resolve very quickly through mutual consultation between the person and their supervisor. If this is observed in a candidate then the Role Conflict can be a product of the demands of the previous job or the reason why the person is looking to change jobs. Conflict between Patterns occurs when there are extreme differences between Style of Taking Decisions of the Natural Profile and the Adapted Profile. This conflict generates in PDA Analysts certain difficulties to decipher what the trend is Person's exact behavior: Is it the trend shown in the Profile Natural or the extremely different trends evidenced in the Profile Adapted? These "Conflicts" or tensions do not necessarily signal some terrible thing. chronic problem. Most normal individuals experience conflicts as part of life experiences. Conflict can occur through many different events that put the person in the center of a dilemma: "do something or not do it", "do it in a way (... assuming certain risks) or doing so of another (... relieving more information to ensure we do it as it should be done)" In fact, the





Psychological definition of conflict is "the opposition of two forces or impulses that cannot be satisfied simultaneously." It is important to note that sometimes, if something is not done about it and the situation that leads the person to this "tension or conflict" does not change, then the conflict can be maintained and persist.

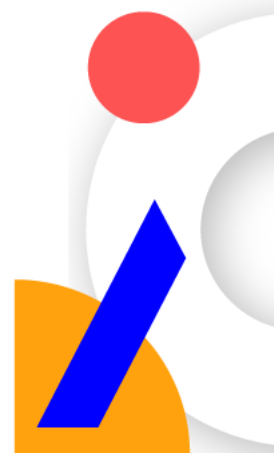
Studies that help to understand Conflict in Decision Making

Making Analyzing in more detail the indicator of "Decision Making" we would like to deepen the concept of "Conflict" since the "measure or proportion of the conflict" has long been regarded as the basis for a "red flag" extremely important in the interpretation of the PDA.

That's right that based on the inquiries we receive from PDA Analysts in reference to this delicate topic, we understand it necessary to add a review of our ideas on "Conflict in Decision Making".

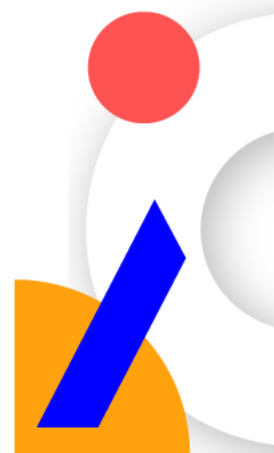
Definition

We understand the "Conflict in Decision Making" to be the state of confusion or indecision that is generated in the person when the Axis of Risk and the Axis of Conformity to Standards have the same force. The "Conflict" is observed when the TD scores at 50% and can occur both in the Natural Profile and in the Adapted Profile or in a wide difference or lack of similarity between both styles of Decision Making. When the Conflict is present in the Natural Profile it could be obtaining a distorted picture of the natural tendencies of the person. Conflict in the Natural Profile indicates that the individual may be dealing with a problem of a personal nature; that is, marital,





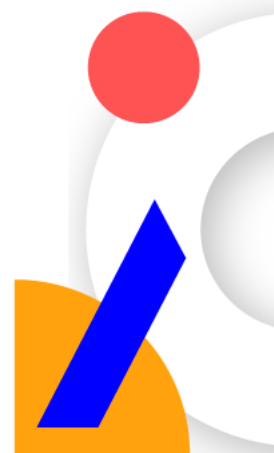
financial, with children, etc., or you could be dealing with a problem that although it is related to employment it is obviously affecting his personal life. Personal confusion occurs at the moment when the PDA Form was completed and, therefore, although this indicator does not affect or affects the Consistency Indicator, the Analyst may not be obtaining a clear and true picture of natural trends authentic of the person. When the Conflict is observed in the Adapted Profile it indicates that the individual are experiencing confusion regarding the perceived situation of the Role to achieve success. Specifically, the individual appears to be unsafe and doubt to what extent he/she is up to the initiative, take certain responsibilities and taking charge of certain issues; i.e. take decisions proactively versus not doing these things and consulting the policies or with any authority before acting. When Conflict Exists in the Adapted Profile must be dealt with appropriately and decisively with the person to attenuate the counterproductive effects. The vast majority of managers do not get to know or become aware that this remains a problem in your employee. Usually the issue can be resolved through an open conversation between the employee and his supervisor. When comparing perceptions of the Decision Making style of the Natural Profile with the Decision Making style of the Adapted Profile is observed a wide difference, there is what we know as "Conflict" between Profiles". Specifically, due to the confusion created by the differences between both styles of Decision Making the individual does not take a well-defined position on the problems that arise and it will be observed in doubt and hesitation. this condition is usually corrected when an individual is relocated to a position more compatible with their natural behavioral tendencies.





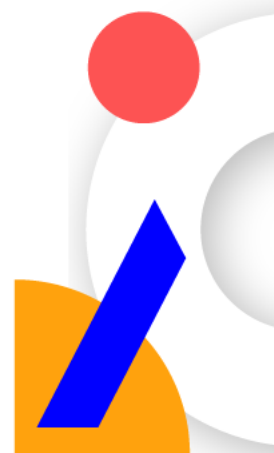
Theory

Marston was fully aware of what he believed the CR measured. First, he claimed that the Risk Axis and the Standards Axis were independent measures for "sympathetic" qualities and "parasympathetic" of behavior. The primary concept is that of basic conflict, presumably measured by the TD level of the Natural Profile. Logical inferences about this type of conflict can be summarized as follows. *Basically, conflict is a state of mind that prevents the individual, soles temporarily, choose between alternatives to act. Said in simpler terms, it seems impossible to make a decision that is to you it requires and, thus, it is "faced with a dilemma". Moreover, there is always a decision in between when a person is "facing a conflict". It doesn't matter if an individual initially perceives the alternatives they face as attractive or rejectable. Once you feel unable to choose among them, perceives the situation as threatening, antagonistic or unfavourable. What's more, since the person can only (1) take a course particular action, or (2) give up and not choose any. Alternatively, it is easy to understand why conflict involves only the Axes of the Risk and Compliance with Standards. When the Conflict occurs (TD = 50%) we see a very exhausting process that consumes large amounts of energy in an unsuccessful struggle for decide what to do. Moreover, this tension, hesitation and ambivalence can to change the potential behavior of the individual, even beyond those changes that can be expected by observing the Natural Profile of your PDA. The person's ability to perform effectively tends to deteriorate and be reduced, even in situations where the person usually tends to perform well.



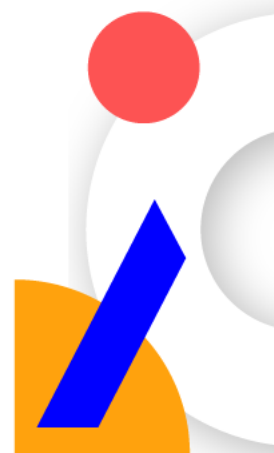


Although those who relate to this person may not really be aware of the impact or consequences of "conflict", indecision will characterize the individual and express himself to such an extent that he will become observed, perceived by others. This person is usually who is usually recognized as an indecisive person. Unlike these cases, who have some "tension" in decision-making but not they come to have "Conflict" they are usually recognized as people who may vary in terms of how quickly they take their decisions or how much value and self-confidence they exhibit when expressing their Decisions. These differences are indicated, of course, in the range of the TD in which each person is found. Even though an individual may not be going through a situation about whom you are unable to make a decision may, even so, be experiencing some conflict that leads to a state of "confusion" and conflict. In these cases the person is debating between "confronting and free yourself from the pressure you feel" or "meet the demands of the environment" that from his perspective are incoherent. When this type of conflict is related to the perception of their responsibilities at work (Adapted Profile Chart), as it happens most often, it indicates that the individual is confused about the limits and spaces of decision, authority and responsibility, and this usually gives for lack of clarity in the communication and the type of relationship that the person leads with his superior. This is why the supervisor only needs clarify the demands of the role imposed on the individual by reviewing and discussing with him his decision-making spaces, his authority in order to express him more clearly their responsibilities. Once the person arrives at understand more clearly what is expected of it in a timely manner will free you from the confusion generated by the conflict in the Adapted Profile of your PDA.





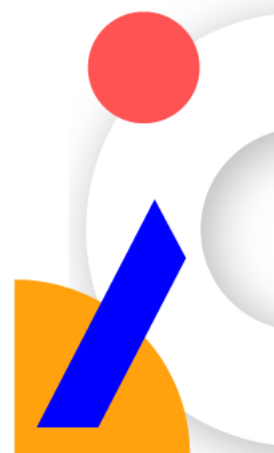
However, the solution is not always so simple. There are times when only clarifying what the position demands is not enough and it is necessary to relocate to the person. Also, some positions, in fact, turn out to be jobs that expose those who occupy them to constant conflicts, a characteristic for which not just anyone can answer correctly. By example, whoever occupies a position can be expected to act in a way bold and decisively and who is also extremely meticulous and demanding in handling critical details. Such a combination of expectations imposes a demand in which behavioral dispositions clash. Like this that sometimes it is necessary to "redefine or reformulate the position" and perhaps what is today a single highly conflicting position should arise two different positions and thus reassign the respective and incompatible tasks between both positions to achieve thus that the tension and confusion of the individuals is resolved. It seems absolutely logical that the conflict in the Profile Adapted and the Conflict between Profiles persist if the conditions and circumstances that produce them remain unchanged. Of the same form, the personal problem and the corresponding conflict in the Natural Profile will persist until the individual makes some decision or some kind of action that allows you to resolve the conflict. In due course, the decision that take or take action you take may or may not have positive consequences and satisfactory to the individual, yet the person can, already free from the conflict, quickly continue to opt for new alternatives among that you have available. Even so, we believe that this last type of conflict can last for very long periods of time if not taken no decision or action in this regard. We mention this as we know that there are some people who spend their lives in what can be called "a perpetual state of conflict."





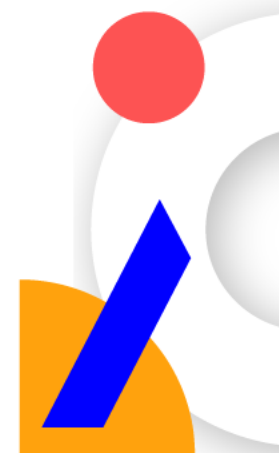
First Study on the Axis of Self-Control:

Observations and Guidelines for Interpretation Over a period of ten years, the PDA International team has evaluated, interpreted and studied thousands of PDAs. Due to this large volume and the nature of our projects we can confirm that we had the opportunity to observe Marston's theory in action. As a basis that bases the studies and conclusions that we will share in the present Article, we consider it important to share with you how we operate in our projects that require evaluations, whether for processes of Search and Selection or for study of groups of employees in processes management and skills development. Our projects often require the generation of studies of compatibility for both employees and candidates applying for a wide variety of positions. These compatibility studies are subsequently validated in controlled interviews with managers of the Client companies, as well as we corroborate the references. As part of the evaluation processes, candidates complete additionally an extensive study that includes background information with open-ended questions that can be interpreted and added valuable information. The purpose of these extensive studies that include Open-ended questions is to obtain information from candidates or employees additional to the behavioral style, revealed in the PDA Reports and Graphs. In those cases in which we evaluate employees who are, at the moment of the evaluation, actively occupying jobs, we request in addition to their managers and supervisors written reports that describe and identify their specific behavioral traits, the observed skills, achievements and/or problems observed in your





daily performance. From some Clients, we arrive many times to also obtain surveys that measure attitudinal aspects of their employees and job analysis records written by the occupants of the same. Often our Consultants have had the opportunity to discuss extensively and deepen specific cases with managers or supervisors of some people. From the analysis of all this immense amount of data, objective and descriptive, and all this information we are committed to measuring, describing, confirming and validating the specific characteristics, traits and abilities described in each item of the PDA Assessment. It is important to mention that perhaps there has not been enough time to carry out a detailed controlled investigation or to carry out a systematic recording of all our observations, but we have focused on some of the main dimensions of PDA, which from our perspective seemed to require, initially, a greater deepening and clarification. One of these dimensions that we consider requires further deepening, it is the Axis of Self-Control, since beginning of our experience, we were not satisfied with our ability to interpret the Axis of Self-Control, albeit regularly we studied and referred to all the information contained in the instructions. We had the wrong impression that the Axis of Self-Control it was only a special category of related conduct with ethics, morals and adherence to socially accepted norms. From the beginning we found that Self-Control was a valid measure of a mature social adjustment and of expected conservative values and Accepted. However, from that moment on, he had shown that he had a much more complete or general impact on the behavioural style of women people that we could explain. Through our studies





and a gradual process of observation and inductive reasoning we develop a theoretical structure and a set of guidelines that we help to expand the information in order to better understand what is the Self-control and how its impact on daily behavior should be interpreted. We suspect that other Analysts have come to similar conclusions. Here are some of the highlights:

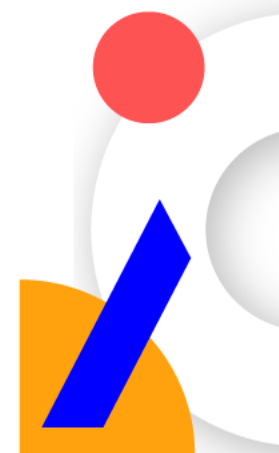
1. With our diverse sample of subjects, we have found that the age, pattern profile and other circumstantial factors are important and should be taken into account at the time of interpret the relationship between an Intense Individual Axis and an Intense Individual Axis Intense self-control. Based on this we can confirm that it is important strength, "Axis Intensity" without the need for strictly adhere to the definitions of the scale.
2. Despite having analyzed a large number of people with extremely diverse behavioral characteristics we have not found sensitive differences between those who possess an Axis of High Self-Control with an Axis Intensity = or > to 50% and who have a fairly high Self-Control Axis with an Axis Intensity = or > to 80%. However, at the highest levels, when the Axis intensity exceeds 90%, we have discovered more often signs of inflexibility, stubbornness, and other traits associated with a Axis of Self-Control Intensely High.
3. With few exceptions, there is a strong trend in people younger, late teenagers and others just entered the twenty, to have the Lowest Axis of Self-Control. Yet they exist quite strong evidence confirming that, in those cases in





those that the Axis of Self-Control is very low, it is not necessarily behave irresponsibly or with a lack of loyalty. The responses of these young people strongly suggest that these subjects they are not thoughtless, but will often acknowledge being shy and that they lack confidence. These young people still seem to be in the process of adult socialization, more or less trying to figure out "who they are and what they believe in." They may be less firm in their convictions and less consistent in their actions than older subjects, but not there is no reason to believe that they, as a group, are prone to behave antisocially. It is easy to distinguish those people of that age who possess the Axis of High Self-Control, which are relatively few, since these respond to situations and adopt positions very similar to those adopted by older subjects with the Axis of High Self-Control.

4. As might be assumed, those who possess the Axis of High Self-Control or Intensely High tend to have a pattern profile close to 1003070 0. A High Self-Control Axis appears to be "normal" and conform to the trends of a "Researcher" Reference Profile; well these individuals already possess the traits of dominance, objectivity and determination that are also proper and characteristic of an Axis of the High self-control. We have observed a significant number low of people with this behavioral tendency reflected through of the 4 primary axes of PDA and with one Axis of Self-Control under the average. These observations verify that an Axis of High Self-Control is more common and perhaps easier to develop for certain profiles, yet the Axis of Self-Control seems to continue to confirm that it is a separate and independent measure instead of being a result mathematician that moves according to the 4 primary axes.





5. The Axes of Low and Intensely Low Self-Control tend to cluster around the style of the "Captivating" Reference Profile and occur more frequently with variations of 00 100 00 100. A High or Intensely High Self-Control Axis is rare in type 00 100 00 100, but there are exceptions. Behaviors and the type of Responses of these subjects is easy to distinguish from those of the subjects with the same profile and a Low Self-Control Axis. Who possess the Axis of High Self-Control are people who show themselves more confident, firm in their convictions, objectives and more interested in the personal ability than in popularity or approval. Profile 00100 00 100 provides a good example of the clear differences between both behavioral styles that appear to be determined, mainly, due to the incidence of the Axis of Self-Control. So, the subjects who approach this pattern profile (00 100 00 100) and possess an Axis of Low Self-Control are not judicious, diplomatic and charming as indicated in the profile description "Captivating." Instead, they tend to be self-centered, insecure, and Defensive. Typical or expected traits associated with this profile pattern, seem to appear when the Axis of Self-Control approaches the stocking. It is important to note that the profile descriptions are patterned polar and sub-polar, which predispose the expectations of the Analysts do not take into account the Axis of Self-Control.

6. On repeated occasions our Consultants have documented several people who despite having a High Self-Control Axis or intensely High have broken firm commitments or have falsified





intentionally their professional qualifications. These individuals they have always expressed that they had a "good" or selfish reason for their unethical conduct. We still believe that the vast majority of people who have an Axis of High self-control have a strong sense of responsibility and a strong preference for correct social behavior. It seems simple and of course, however a person who possesses the Axis of High Self-Control it can also spoof information at the time you need to promote your own business or your own career interests. One firm amoral self-concept helps justify behavior that is not technically honest. We now believe that an Axis of the High or intensely High self-control can, rather than always manifest as the intimate adherence to ethical practices, arrive even to justify a "self-righteousness" and, in addition, to show some reluctance to admit error. Based on this we consider that the Axis of Self-Control is, after all, a "Report of the Self-concept" in itself, so complete and subject to performance aware of a behavioral style such as that described by the 4 Axes Primary.

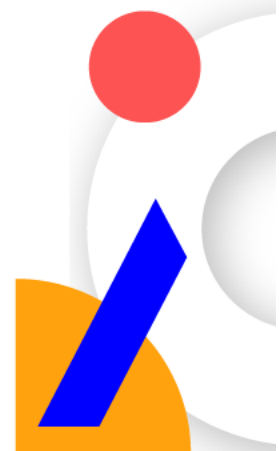
7. It is very common to observe that the intensity of the Axis of Self-Control is different in the Natural and Adapted profiles. We observe that the tendency or intensity of the Axis of Self-Control is usually greater in the Natural Profile, but a Higher Self-Control Axis in the Adapted it is also often observed. These cases occur since some people can use an extra measure of self-discipline, of self-control, to meet the demands of their jobs, which leads to raising the strength of the Axis of Self-Control in the Adapted Profile. We have also observed other circumstantial variations in the





intensity of the Axis of Self-Control, for example, in employees who have been working in the same company for many years and do not feel valued or rewarded. This situation leads them to feel unmotivated, to lower their Axis of Self-Control and at the same time they are generated problems of low self-esteem. The people who own the Axis of High Self-Control and perform in a new position or incompatible with their behavioural characteristics often lower your Self-Control Axis in the Adapted Profile. It is common to observe individuals with "Direct Conflict" in the Natural Profile (TD= 50%) who they have the Axis of Intense Self-Control High or Low. We have observed, by example to several recently divorced women, who are left to position of other persons, whose Axis Intensity for the Axis of the Self-control was very intense, above the 90% level. They recognized the stress generated by their current situation and then need to use an extra self-discipline that would help them in that difficult and transitional time. These adjustments are reasonable, as the Axis of Self-Control is a measure of self-perceived social adjustment. In an extremely difficult time or in times of trial, it will require such a readjustment. It is likely that those people who have self-confidence and a strong self-concept recur to their reserves of self-discipline. Less mature personalities and poorly integrated they may lose control and feel unable to tolerate such a complex situation

8. People who have an Intensely High Axis of Self-Control or Low tend to respond strongly in a way of their own and characteristic related to the strength of your Self-Control, being these trends (... those linked to their intense Self-Control) stronger and until it comes to preponderate over the behaviors of a





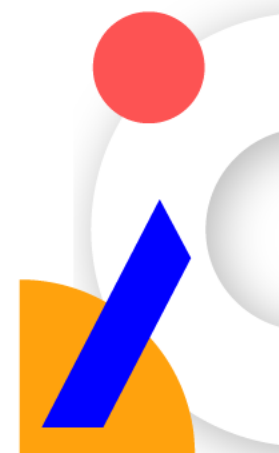
certain age or specific to a certain Pattern Profile (ProfilePattern is the composite by the combination of its four Axesprimary). These characteristic answers can be called "Self-Control Axis Behaviors" because they strongly relate to the commitment of the person to honesty, ethics, thinkingrational and objective decision-making. We notice this because whenwe observe people who possess the Axis of Self-Control insituational, i.e. close to the mean (PS= 50 +/- 15), is very easyobserve and identify behavioral trends and characteristicsown that reflect your Pattern Profile, that is, the combination of yourfour primary axes. This is not possible or not easy with thosepeople who possess the Axis of intense Self-Control either in Alto or inLow. We refer to these people as the "Axis of Total Self-Control."We must assume that your Patron Profile still operates, i.e.display behaviors and characteristics related to their fourPrimary axes, but their behavior seems to be very controlled,obscured or altered by intellectual control and strong self-disciplineof an Intensely High Self-Control Axis or by volatility andinstability typical of an Intensely Low Self-Control Axis.

Second Study on the Axis of Self-Control:

Observations and Guidelines for Interpretation

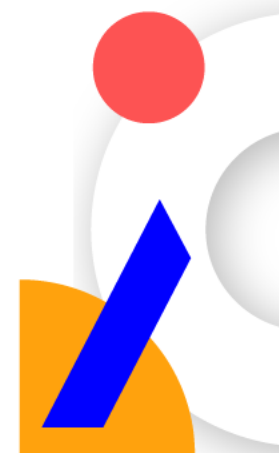
Theoretical Framework

As we continued to observe the strong and widespread impactof Autocontrol in the behavior style of multiple Pattern Profilethe need arose to develop a theoretical framework to explain more indepth of the nature of Self-Control and its functional relationship with the 4primary axes. The raw material for this theoretical framework was already there



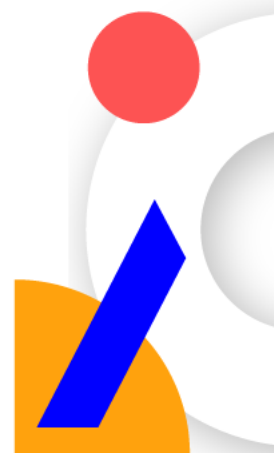


available in the Marston Theory on which the PDA is developed and in some other well-known psychological concepts. Marston's Theory postulates four basic behavioral trends that are determined by perception, the autonomic nervous system and the endocrine system. From there, broadly speaking, responses are generated. Involuntary learned early in life or possibly determined by life experiences or other physiological factors. Psychologists generally agree that the basic traits of Personality are formed early in childhood and then, throughout life, new alternative means of life are found and assimilated. However, these do not drastically change the basis of the behavior of a "normal" and healthy person. The Marston theory states that trends of responses based on the Pattern Profile (... formed by the 4 primary axes) have been shaped and conditioned in the early stages of life. In change, the traits of Self-Control are learned more consciously, they still become habitual and are consolidated through time. It is thus considered that Self-control measures behaviors learned later in life during the socialization process of the adult. In principle, we observed that people with High Self-Control had a generally inhibitory effect, that is, it moderates or reduces the force, in the expression of Proactive Axes (Risk Axis and Extroversion Axis) High. The tendencies of the Primary Axes seem to remain intact but are expressed through more mature, more socially-oriented behaviors. We now believe that one function of Self-Control is to moderate extreme behaviors that are generally perceived as "lack of





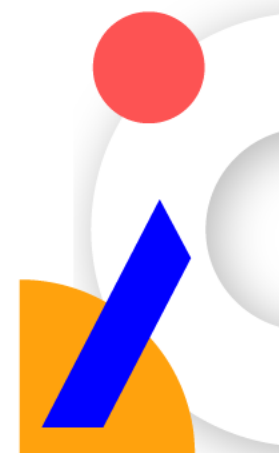
adaptation" or incompetence in adult society. ConductCompetent can be defined, in other words, as the "conduct that it works." In the adult world it is difficult to achieve really valuable or weighty goals without proper planning, without self-discipline and without clear strategies. The uninhibited, self-centered behaviors that seek quick satisfaction and superficial, which are typical of childhood, over time become useless as they do not produce desirable results. The most basic premise of the Learning theory states that "unreinforced responses are abandoned or modified." We find it interesting to compare, but not match, nature and function of the Axis of Self-Control with those of the Self and Super Self of psychoanalytic theory. The Self arises from, and later controls or regulates, the basic tendencies and instincts. The purpose or objective of the Self is to understand, treat and relate to a realistic way with the outside world. The Super Self tries to incorporate norms paternal and social directly to the value system of the individual, with their order to suppress instinctive and basic tendencies. The continuous function of the I am mediating between the primal instincts and the restrictive Super Self for thus facilitate intermediation and ensure the reduction of trends in the This through socially accepted behaviors. The "force of the self" generally defined as the ability to maintain an overall adjustment to through testing reality and firmness of character. Self-Control it is certainly not a direct measure of the strength of the Self or the Super Self, but its impact in the face of immature trends and responses /incompetent may roughly correspond to the impact combined self and Super Self in primary instincts. We have observed, but not confirmed, a strong correlation trend positive between the strength of the Axis of Self-Control and the Level of Education. We have a strong suspicion that innate intellectual ability facilitates





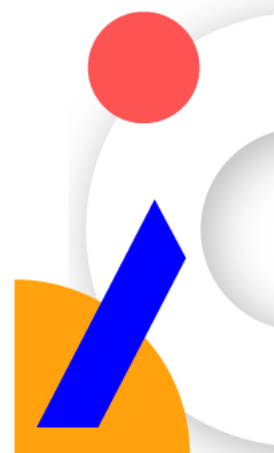
development of High Self-Control, at least for some people. Of Self-Control was originally developed as a line linking a behavior that proved to be intelligent and the corresponding ability of planning. Its central meaning indicates that one's own behavior of High Self-Control "make necessary a rational and objective assessment of each action and its effects." This activity, of high cognitive level, never can be achieved unless an individual adopts a consistent set of beliefs and norms that allow you to make value judgments. This set of beliefs and norms will be formed based on the values of the Super Self, of the family and society. Some people who possess the Axis of High Self-Control are extremely moralistic and compulsive in their adherence to the rules of social conduct. Others are highly objective, analytical and interested in consistency and accuracy without any concern for moral or ethical problems. Many people with High Self-Control seem to strive to maintain the self-discipline and that the norms of social adjustment are met. Suspect that the behavior of those who possess High the Axis of Self-Control is based on their underlying values, values that have been learned and adopted mainly to provide order and reason to life and that is why develop and strengthen their skills to adjust effectively to the adult responsibilities. Without underestimating moral and humanistic value of those who possess a High Self-Control, we believe that adherence to the social and ethical norms is an adjustment strategy that effectively facilitates competition in the broadest sense as "conduct that works" and because it is well seen and accepted by adult society.

Guidelines for Interpretation





We can cite the case of a person who presented a 100 Pattern Profile 40 50 10 with the Axes of Risk and Self-Control Intensely High (EI > 80%). In this person, although in his style we clearly observe behaviors related to its High Axis of Risk we noticed that they were expressed in a much more contained or intellectually controlled form than we were waiting. Soon we also observe that people who possessed the Axis of High Extroversion accompanied by Self-Control also High behaviors of orientation to people were expressed in more controlled and objective terms. To some extent who owned High the Axis of Patience seemed to become more tolerant and more objective. Persons who possessed the High Standards Compliance Axis with a Self-control also High or intensely High seemed firmer in their convictions and less concerned with approval by others. People who possessed the Low Risk Axis did not become assertive and did not they began to take risks, yet they seemed to gain confidence and firmness with the self-understanding and mental maturity provided by the High Self-control. People who possessed the Axis of Low Extroversion revealed less skepticism and seemed to be more comfortable with interactions social. People who possessed the Axis of Low Patience seemed better control your anxiety and impatience thanks to self-discipline and objectivity provided by a High Self-Control. People who possessed the Axis of Low Standards accompanied by a High Self-Control were aware of their independent nature and seemed to strive by adapting and opening up more to the ideas of others. We observe all these effects in people of High Self-Control in repeatedly and we found a significant number of subjects who they could even describe the way they had learned to control, contain or modify any maladaptive tendency or response or incompetent. We understand that this is achieved thanks to the exercise of





sincerely monitor one's own behaviors and responses in order to modify them and thus obtaining better results. It's kind of like a process of self-development that produces what some call "conscious competition". With practice (reinforced trials), the new Behavior style becomes more common. Change is achieved, by seem, when the strength of the habit reaches a high level and the Self-concept is unconsciously altered. To help us predict the impact of high self-control on trends of primary axes High or intense we have developed a set of rules that we continue to test and improve. It is important to remember that the introspection and discipline that produces high self-control alter only external expressions while primary axis trends they remain more or less intact.

Rule#1:

People who possess the Axis of High Self-Control will tend to contain or "soften" the effect of its high Pro-Asset Axes" (Risk and Extroversion) while they will strengthen with objectivity and firmness the expression of "low" Reactive axes (Patience and Conformity to Norms): Through learning and from conscious effort, we now believe that High Self-Control will tend to modify the trend expression of the high and low axes of the following way:

- High Risk Axis: adds technique, subtlety, reduces and moderates the tendency to dominate.
- High Extroversion Axis: adds purpose, consistency, balance, reduces superficiality.

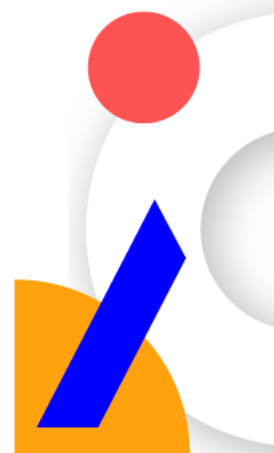




- Axis of High Patience: adds objectivity, sensitivity, reduces excessive orientation to details and the status quo.
- High Standards Axis: adds self-confidence, firmness, reduces shyness and defensive posture.
- Low Risk Axis: adds optimism, confidence in achieving goals, reduces passive acceptance of standards.
- Axis of Low Extroversion: adds social vision and reduces the trend to isolation.
- Axis of Low Patience: moderates impatience, adds balance and reduces impulsivity.
- Low Standards Axis: adds flexibility, manageability - reduces opposition tendencies.

Rule #2:

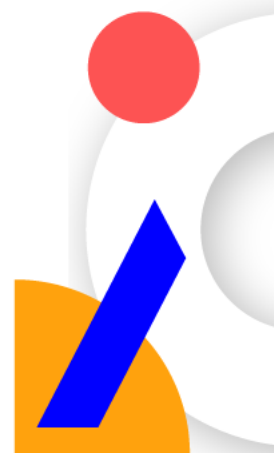
People who possess High Self-Control will tend to moderate behaviors and will make a more mature, intellectual, controlled and analytical of your behavioral style described by the 4 Primary Axes: This implies that the force of High Self-Control does not seem to have an impact equally strong in all Axes. The restrictive effect, moderator, Container that produces High Self-Control could be very strong in a person who possesses the Axis of Low Patience, while the change or effect on the style of a person with the Axis of High Patience can be extremely subtle. For example, High Self-Control seems to have little effect in profiles of type 100 00 100 00, but a High Self-Control will have an effect noticeably strong and noticeable in the profiles of type 00 100 00 100. This Guideline does not apply when a Self-Control is intensely High.





Rule #3:

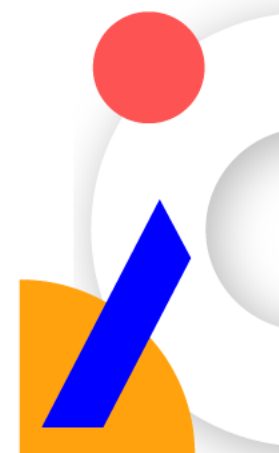
People who possess the Axis of Low Self-Control will not control very well their extreme response tendencies and will show less control emotional, objectivity, maturity and self-confidence, just as indicate the definitions of the scales and descriptions of the PDA Manual in function of the standard profile relative to its 4 Primary Axes (... that assume a Medium Self-Control): The effect of a Low or Intensely Low Self-Control is, obviously, less consistent and less predictable. It usually occurs in individuals who have not developed their self-concept well, have not firmly committed to a behavioral style as they have done the people of High Self-Control. We can assume that people with a Axis of Low Self-Control do not have the internal perception or discipline that is requires to moderate and make more consistent your trends of strong responses. The effect of low self-control is probably not systematically the same in all people. However, beyond These Rules, Analysts must understand that High or Low Self-Control has different and even opposite effects according to the behavioral style described or determined by the 4 Primary Axes. It should be noted that now we can define that "all those who possess the Axis of Self-Control intensely Low, of any age, will be totally rebellious or inconsistent" since for example, we know of very successful people and with excellent orientation to achievement they have a Low Self-Control. We believe that these individuals can tolerate the uncertainty that produces Low Self-Control better than most others. Due to the close connection between Self-Control and Responsibility social, consistency and self-discipline, we see the strength of High Self-Control (in a moderate range) as a valuable resource for most, if not in





all, situations. Not as essential for low-level jobs or less complex, but it is very valuable in management positions or in positions that require being responsible for others, mature judgment, and/or skill objective to solve complex and strategic problems. When reviewing Profiles Behavioral we concentrate on interpreting some ethical aspects related to Self-Control. We put a lot of emphasis on verifying the experience, work habits and consistency of those who own the Axis of the Low Self-Control. We also tend to congratulate subjects with a High self-control referring to the pride they express through their conform to their own ethical standards and sense of responsibility. Without However, in both cases we are far from predicting their honesty or their degree of adherence to accepted codes of conduct. Today, we are still watching and continuing to learn on the Axis of Self-Control. We do not have any gradual procedure for interpret the force of the axis in each case or to integrate the variations of Self-control with all core, polar or subpolar pattern profiles. Together with the comments presented above, the following suggestions should be useful:

1. Always remember that Self-Control is a self-report of the self-concept. It does not measure attitudes or values directly, and it is subject to the same environmental influences as the 4 Axes Primary.
2. Think of Self-Control primarily in terms of maturity of judgment or firmness of beliefs, objectivity, ability to analytical reasoning, self-discipline and competence instead of compliance with rules or social acceptability.
3. Consider Self-Control to be a separate "active" Axis that plays a crucial role in determining a variety of personality traits





as well as cognitive skills and abilities. Self-control adds new dimensions to the style of behavior determined by the 4 Primary Axes of the standard profile.

4. Do not strictly adhere to the scale of definitions of the Self-control, since there is always the possibility of a measurement; Remember that Self-Control interacts with other variables to produce different effects on individual subjects.

5. Never assume unusual traits just based on the strength of a High self-control, but be especially alert to the stiffness of a High Axis intensity greater than 90%.

6. Look for different types of stiffness, and not just those related to intense self-control. Some subjects seem too much concerned with the rectitude and consideration of humanistic values to work comfortably in a business environment competitive. Others seem to lack imagination and spontaneity due to extreme reliance on the rules of logic or rational thinking. Some seem to be moral compensators and virtuosos who use their well-weighted High Axis of Conformity to Norms to gain prestige and justify their egocentric actions. The largest group may be that of those who possess a High Axis of the Risk and Low Axis of the Standards, with High Intensity of the Profile, which they have an urgent need for dominion or command. These individuals seem to be heavily invested by the need to be regarded as "the authority". They define themselves as very responsible, but they will have an attitude of superiority so they will rarely admit their mistakes or weaknesses.

7. Always take age into account, since Self-Control is a measurement of priorities and internal values of an adult. One





18-year-old person, with a very Low Profile Intensity can in his behavior appears as if he has a "High" Self-Control. While that older subjects, with Low Self-Control, have a higher likelihood of being insecure, incoherent, not perceptive and less "cunning". They may also lack goals clear and are more difficult to lead or develop.

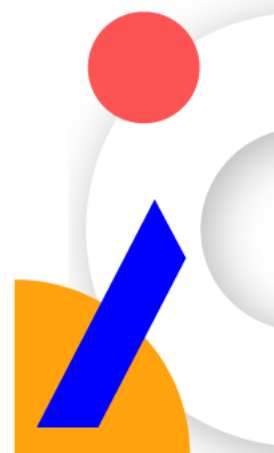
8. Try to interpret the differences between the strength of Self-Control in Natural and Adapted profiles, and look for other influences additional circumstantial to Self-Control. When we observe a Low Self-Control in the Adapted Profile could indicate that the person feels limited or has little self-confidence, or even a certain feeling unable to meet the expectations of the role. When we observe a High Self-Control in the Adapted Profile we confirm the individual's ability to draw on his or her reserves of self-discipline and thus meet the expectations of the position. The Extremely high levels of self-control can reveal us strong problems of adjustment, of adaptation. Self-controls Intensely Low may be accompanied by discontent prolonged and chronic. Self-controls can be found intensely low in very independent and creative people or individualists who have unique philosophies and values of their own.
9. Don't rely too much on the descriptions of the described master profile by the 4 Primary Axes without taking into account the strength of the Self-control. Expect strong variations of these descriptions in those people who possess the Axis of Self-Control intensely High or Low. The challenge for the PDA Analyst is to determine logically (and then check...) how the Axis of Self-Control will act reciprocally with the influences of the 4 Primary Axes to produce a fully integrated behavioral style.





Position Compatibility

Compatibility In this article we will describe a basic aspect of the PDA Assessment, the concept of Compatibility. We will describe how we will measure and we will understand the match, correlation or compatibility between the style behavioral of a Person and the behavioral demands of a determined Position. Compatibility is an estimate of the degree of coincidence between the tendencies of a person's behavior and the required behavior for successful performance at work. The reader should notice that a value High Compatibility does not guarantee a successful performance at work; all it suggests is that the behaviors required by the position are compatible with the behavioral predisposition of the individual, therefore which would expect a good performance. Let's remember that performance A person's success in a certain position is due not only to the compatibility in relation to the Behavioral Profile, but also to numerous additional factors, such as training, knowledge, experience, the desire to succeed and many others. Compatibility is calculated by correlating the Pattern Profile of a person with a Job Profile. From this comparison arises a Value of Compatibility that can be generated for natural and adapted profiles. Currently this comparison is made automatically by the system, while in the first versions of the tool the ratings were obtained through Correlation Tables. The Compatibility Rating will go from 100%, when the match between the Person's Pattern Profile and the Position Profile is accurate, up to a 0% that describes an inequality. It is defined in terms of percentage. As a basic rule, the higher the percentage of the correlation, the more



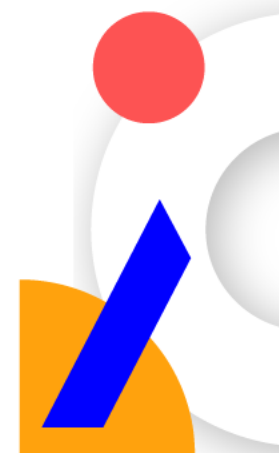


Strong is the coincidence between the tendencies of the behavior of a person and the behavioral requirements of the position. Any rating below 50% indicates that trends in individual behaviors are significantly different from those behavioral demands required by the position. There are very little chance that the person will be able to respond successfully to the behavioral requirements of the position. Surely it requires a lot of effort and could reach get discouraged easily.

- When the Compatibility Rating is observed between 50% and 69% indicates a moderate match.
- When the Compatibility Rating is observed between 70% and 89% indicates a good match.
- When the Compatibility Rating is observed above the 90% indicates a very good match, therefore there are many chances that the person can respond successfully and without greater efforts to the behavioral requirements of the position.

Validity of the Compatibility Rating

Since it is the comparison between two profiles that determines the Compatibility Rating, the validity of this rating and its interpretation depends on the consistency and objectivity with which they have been obtained both the Profile of the Person and the Profile Pattern of the position.





It is important that the Position Pattern Profile is a true reflection of the needs of such a position. If the definition of the requirements Behavioral of this position was performed in fifteen minutes, during a lunch and on a napkin, the Compatibility Rating will be invalid, no matter how solid it seems. Of course, the data has to be surveyed in an appropriate way to ensure its validity. If the Pattern Profiles are questionable then the Compatibility rating will also be doubtful.

Interpretation of the Compatibility Rating

Interpreting the Compatibility Rating is not a mathematical process and direct, since the Compatibility Rating is not an absolute value. Because of this we recommend, as a basic interpretive rule, interpret it in combination and also observing other indicators of the Behavioral Profile of the person. If the Compatibility Rating is low, look for the reasons that explain why the person might be a better candidate than describes the rating. For example, if we observe in a candidate a low Compatibility Rating but with several indicators observed in the PDA Chart describing this person as "very flexible" (Low Profile Intensity, for example) we can think that this person you can have the flexibility to change and adapt to the behavioral requirements of the position. In this case, a Rating of Low compatibility may be a minor problem than with an individual rather rigid and less flexible. We know that Natural Profile ratings represent trends Natural to a person, they are relatively stable and resistant to

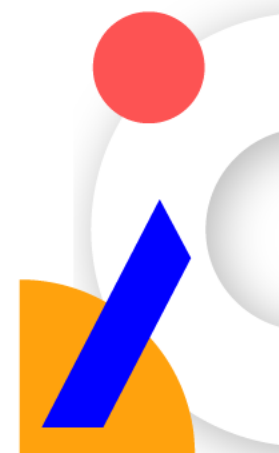




change. We also know that the perceptions of the Adapted are more Malleable. Accordingly, a person with a Rating of High compatibility in the Natural but a Compatibility Rating low in the Adapted should generally match better with the position than the person with a low Natural compatibility rating and high in the Adapted. Returning to the previous example, the individual with a high Level of Flexibility (... low or moderate Profile Intensity) should be able to conform quite well to the expectations of the Adapted if he is motivated, well advised, well led and properly trained to achieve your Goals.

Final Thought

A low Compatibility Rating does not mean a lost candidate. Occasionally we find situations in which a person has excellent knowledge, enormous experience or certain talent. All of this could place you as an ideal candidate since it could benefit a lot to the organization, but in terms of "Behavioral Profile" Compatibility is low. In these cases it may make sense to modify and adjust expectations position behaviors to adapt them to the natural style of candidate behavior. For example, a candidate with enormous experience and excellent highly sought-after technical knowledge and skills and a mind extraordinary creative, but with a very erratic style in relation to administrative aspects (Under Axis of Conformity to Standards) is presented in a search in a high-tech organization to cover a position in which rules and organization are of great importance. As a solution, the organization can hire a collaborator, a





administrative assistant, to support and help this person in relation to normative aspects. As well as in other PDA Assessment ratings, the Compatibility requires interpretation, not rigid numerical guidelines against which can judge a person's career. Take a look at the Compatibility Rating should be the first step in an analysis of a PDA, not the last.

