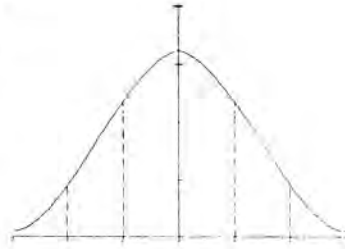


16 PF Newsletter

16PF FIFTH EDITION

LAST IN OUR 4-PART SERIES

THE GLOBAL FACTORS: PART TWO EXTRAVERSION AND INDEPENDENCE by Wendy Lord



i) Extraversion

The contributing factors are: A, Q₂, F, H and N. In previous editions, factor N did not contribute. We have already discussed factors N and F. Let us consider the other three.

The changes to item content in factor A are summarised in Table One. The core of the factor is best described as the degree to which the person has genuine interest in others and seeks warm relationships with them.

Table Two gives a comparison of the item content in factor Q₂ across editions.

TABLE ONE: Comparison of Item Content in the Factor A Scales across Editions

	FOURTH EDITION	FIFTH EDITION
No. of Items	10	11
Type of items common to both editions	Four direct job preferences Two comparisons of work related activities	Two direct job comparisons Three comparisons of work related activities
Other items which are not common to both editions	Likes to give personal presents Has been elected to many offices Would do work for charity	Enjoys taking care of people's needs Prefers it when people talk about themselves rather than other things Displays feelings of caring Described as warm and caring Likes people who show their feelings

The items in the Factor H scale remain focused on the degree to which the person feels at ease in social situations. High H scorers on the fifth edition scale say they feel comfortable initiating contact with people and speaking in front of large groups and they consider themselves socially bold and outgoing. Three items from the fourth edition have been dropped from the fifth: one about diplomacy, one about showing emotions and one about energy. There are now 10 items rather than 13 items.

The domain of the Global Extraversion factor is social

orientation; the desire to be with or around others and be noticed by them, the energy given to initiating and maintaining social relationships.

ii) Independence

The contributing primaries are: E, H, L and Q₁.

The domain of this Global factor is self-expression and style of persuasion. It tells us about the role a person assumes in a relationship. It doesn't tell us about social orientation or the types of emotions a person experiences, but it does tell us about the intensity with which those emotions are expressed.

Factor E contributes to Independence at the high score end. High scorers are more independent in terms of the strength of their opinions and their lesser willingness to accommodate to the wishes of others. The revised factor E scale has 10 items where

before there were 13. In 16PF4 Form A there is one item relating to the degree to which the person holds back from opposing others. In the revised edition there are six items relating to this. In the fourth edition there is an item

TABLE TWO: Comparison of Item Content in the Factor Q₂ Scales across Editions

	FOURTH EDITION	FIFTH EDITION
No. of Items	10	10
Type of items common to both editions	Sports preference Prefers working alone Prefers planning alone Prefers committees	ditto ditto ditto ditto
Other items which are not common to both editions	Prefers being admired to being quiet Learns better by reading than discussion Doesn't mind people thinking he/she is odd Not happy to do the same as others	Likes /doesn't like to join groups Likes to eat lunch by self/with others

FUTURE MEETINGS AT IARC

- ① 21st Jan Elements of Awareness + AGM
- ② 9th April To be finalised
- ③ 12th June PASAT Sales Aptitude Test
- ④ 23rd Sept 16PF5 New Developments
- ⑤ 19th Nov The Sweney Measures

asking whether the respondent is best described as forceful or polite and quiet. The revised scale changes this to ask whether other people would describe the respondent as forceful or co-operative. An item about feeling comfortable in command appears in both editions. Fourth edition items which are missing from the fifth edition include, (expressed in their high E form):

- Makes clever sarcastic remarks
- Feels has some superior characteristics
- Tells strangers things
- Takes risks against the odds
- Known as an ideas person
- Not disgusted by foul language
- Thinks outdated laws should be changed promptly
- Comfortable taking action which affects others
- Doesn't hide feelings

Two additional items in the fifth edition relate to belief in complaining and a belief in competition. Table Three shows the correlations of factor E with other scales in the fourth and fifth editions.

TABLE THREE: Correlation of Factor E with Other Scales.

FACTOR	16PF4 Females	16PF4 Males	16PF5
F	+0.48	+0.53	+0.24
H	+0.44	+0.54	+0.40
L	+0.45	+0.38	+0.06
M	+0.33	+0.40	-0.02
N	-0.53	-0.40	-0.12
Q ₁	+0.46	+0.48	+0.26

Factor H contributes to the Global Independence score at the high end. High H scorers are more independent because they are less intimidated and more adventurous. The item content of factor H has been discussed in the earlier section on Extraversion.

Factor L contributes to the Global Independence score at the high end. High scorers are less likely to accept what other people say and do at face value. Their independence from others arises from being less easily swayed and more mistrustful. The item content in factor L has been discussed earlier.

Factor Q₁ also contributes to Independence at the high score end. High scorers are more open to change and new experiences. Again, the item content of this factor has been discussed earlier.

ii) Tough Mindedness

The domain of this Global Factor has to do with thinking style. Factor Q₁ contributes at the low end. The tough minded thinking style is more likely to preserve the status quo rather than looking for new ways of doing things. Factors I and M also contribute at the low end. The tough minded thinking style is logical and solution centred.

Factor A also contributes at the low score end. Tough minded thinking involves emotional detachment.

Of these four factors the only one for which comments about item content have not yet been made is Factor I. The item content for this factor is quite consistent across the two editions. Each has two items relating to subject preferences, two items related to job preferences and one reading matter preference. The controversial item which asks whether the respondent prefers the beauty of a poem or a well made gun has been revised. The items that have been omitted from the revised edition include one about music preference, one which asks for an opinion about whether the use of force can make things right and one which asks whether the respondent

has a good sense of direction. Additions in the fifth edition include a question about TV viewing preferences, one about type of exercise preferred and one asking whether the respondent likes plays and novels.

That concludes this series. The intention has been to explore item content changes in the fifth edition. The four factors which seem to have changed the most are L, N, M and Q₁. In addition, the omission of "emotional" content from Q₃ is notable.

Wendy Lord is Chief Psychologist with ASE

ALL MAY NOT BE AS IT SEEMS

by
Geoff Hunt

At a recent 16PF Users' Group meeting I was asked to devise a light-hearted quiz which involved looking at some unusual profiles and suggesting (a) some characteristics of the individuals and (b) their likely occupations. This created some hilarity but also served to show that any instrument is only as good as its interpreters. We thought that we should share the exercise with other members, who may also enjoy the experience. The instrument was the 16PF5 and norms were British General Population, Male+Female, using appropriate age criteria. Here are the profiles - see how you get on:

Candidate 1. Female, Age 38. A=7, B=7, C=10, E=8, F=6, G=5, H=8, I=4, L=2, M=4, N=3, O=2, Q1=7, Q2=2, Q3=6, Q4=4, EX=8.3, AX=0.9, TM=5.6, IN=7.5, SC=5.8 IM=6.

Candidate 2. Male, Age 50. A=1, B=10, CX=7, E=6, F=2, G=6, H=4, I=3, L=6, M=7, N=5, O=5, Q1=7, Q2=7, Q3=10, Q4=8, EX=2.2, AX=5.7, TM=6.5, IN=5.8, SC=7.8, IM=5.

Candidate 3. Female, Age 58. A=8, B=7, C=4, E=4, F=4, G=3, H=5, I=7, L=8, N=1, O=6, Q1=8, Q2=6, Q3=2, Q4=3, EX=6.9, AX=5.9, TM=2.2, IN=6.6, SC=2.7, IM=4.

Candidate 4. Female, Age 49. A=5, B=6, C=5, E=10, F=3, G=6, H=3, I=7, L=10, M=6, N=7, O=7, Q1=7, Q2=8, Q3=7, Q4=6, EX=2.8, AX=7.8, TM=4.0, IN=8.6, SC=6.5, IM=7.

And the identified characteristics and realities?

Candidate 1. Characteristics: outgoing, stable, extrovert, friendly, dominant, practical. Suggested occupations: army officer, managing director, golf coach (really?), store manager. Real occupation: Dean of Faculty of Business Studies, 'new' university.

Candidate 2. Characteristics: shy, serious, aloof, intellectual, innovative, precise. Suggested occupations: researcher, pilot, scientist. Real occupation: Dean of Faculty, as Candidate 1.

Candidate 3. Characteristics: suspicious, maverick, injudicious, self-centred, sociable, wants to be liked, relaxed, loses temper if challenged, artistic. Suggested occupations: journalist, research, social work. Real occupation: concert pianist and 'day job' as professional accompanist in college of music.

Candidate 4. Characteristics: shy, forceful, determined, wary, quizzical, doesn't suffer fools, not a team person, iron fist. Suggested occupations: auditing, money trader, spy! Real occupation: Sales and Marketing Director, international newspaper group.

The underlying differences between Candidates 1 and 2, who had comparable jobs (but in different establishments) were experiential. Candidate 1 had left her secondary school at 15 to become a dockyard apprentice and had qualified subsequently at a high

level in engineering and business management whilst also finding time to be a political activist and raise a family; Candidate 2 had always been in academia, so in his case the suggested occupations were not far wide of the mark.

Candidate 3 shows what is generally thought of as 'artistic' temperament - liking to be the centre of attention, relaxed, 'unfazed' by public appearances but wanting approbation for a good performance, emotional - again, some of the characteristics which our group had grasped.

Candidate 4. This particular lady was working directly for one of the world's most demanding media moguls in a highly stressful position from which she had just been fired. Very much a self-made woman, she had immediately taken another job at 50% higher salary, showing her correctly-recognised forcefulness and determination. Perfectly correct diagnosis also of her individualistic nature - she is a 'one off' and definitely not a team player.

We hope to repeat this exercise at future group meetings and would welcome suitable profiles for analysis - with case histories please!

Geoff Hunt is Principal, Arundell Associates

CHANGING ORGANISATIONAL STRUCTURES AND THE AFFECTS OF TEAMWORKING

The 16PF User Group meeting held on the 21st November proved to be the most popular held with approximately 50 people attending. With the "Double Bill" of Meredith Belbin talking about team roles, and Wendy Lord updating us on 16PF5, a good attendance was assured.

Dr Belbin began by outlining the development of his work on team roles which began at the Administrative Staff College at Henley. Here, he worked with syndicates formed from the Executive Management Programme and following a long period of research he eventually identified the team roles with which many of us are familiar today. The 16PF, the Personal Preference Questionnaire, and the Watson-Glaser Critical Thinking test, combined with the use of trained observers to produce a system now used extensively in many parts of the world.

Frequently, Dr Belbin has been asked why he did not publish his Henley data in academic journals, or in his book "Management Teams: Why They Succeed or Fail". The reason was simply that the publisher did not want him to include statistical data in a book intended for the business market. At the back of the book however was a self perception inventory to enable the reader to identify his own team role, and it was this which was to prove so popular, particularly with training managers. It was an obvious step to computerise it, and to develop the Interplace system we know today, which is now used by 30% of blue chip companies.

Dr Belbin touched on some of the criteria that have shaped our attitudes to assigning work. In pre-industrial society, work was allocated largely by age, sex, tribe and class. Simple visual inspection was all that was necessary. In the industrial era, qualifications became important, trade skills, experience and education requiring evidence in the form of certificates. He maintains that in the post-industrial era work should be assigned according to team role and personal orientation.

Following this theme, he outlined what he terms eligibility and suitability for a job. The former refers to education, training and experience. The latter refers to temperament and team role. Thus a person might be very "eligible" for a job, but unsuitable. How else can we explain the failure of those with all the right qualifications, but who never seem to be as successful in the job as we had hoped? He contrasted this with a person who fits in very well with colleagues and succeeds in spite of not having the "ticket."

We then spent some time considering some of the essential differences between a team and a group.

	TEAM	GROUP
SIZE	Needs to be limited	Medium or large
LEADERSHIP	Shared or rotating	Solo
PERCEPTION	Mutual knowledge and understanding	Focus on leader

There were also differences of style and spirit.

Contemplation of these points reminded us that teams should not be formed casually, solely on the basis of "who's available", as is so often the case.

Dr Belbin then went on to talk about Workset - a new concept which he claims can replace the traditional job description and job specification - documents which are invariably out of date. The Workset system uses colour coding, and covers the differences between tasks and responsibilities and between personal work and work that depends in part on others. The purpose is to provide a quick response to changing demands without compromising basic employment contracts. The system is operated through computer software which enables managers to modify jobs when any discrepancies are highlighted and to maintain flexible relationships and jobs within a team structure. The scheme has been piloted in three European countries plus three applications in the UK. It is to be launched early this year.

Dr Belbin's talk was enthusiastically received. If Workset is as successful as Belbin Team Roles has been, the drudgery of rewriting job descriptions - or rather failing to rewrite them - may become a thing of the past.

David Roberts

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CORE MEANINGS OF 16PF5 DIMENSIONS

FACTOR	HIGHER SCORES INFLUENCE OBSERVED BEHAVIOUR VIA A GREATER LIKELIHOOD OF
A a readiness to become closely involved with others
C a feeling of being in control of life's demands
E imposing opinions/views/will on others
F acting/speaking/expressing self spontaneously
G conforming to external rules and regulations
H feeling comfortable in social situations and not being intimidated by people
I judgements being influenced by subjective impression of the issue/situation
L questioning the motives behind what people say and do
M allowing attention to wander beyond the immediate situation (sometimes productively and sometime not)
N preferring not to disclose personal information
O being self-critical and apprehensive
Q ₁ being more likely to seek and enjoy new experiences and original approaches
Q ₂ feeling less of a need to be part of a group/team
Q ₃ being more likely to plan ahead
Q ₄ being more likely to experience impatience and irritability with people
IM being more likely to focus on and present the positive

16PF UPDATE

A summary of the talk given to 16PF User Group Meeting 21st November 1996

by
Wendy Lord

A recent ASE survey of 176 16PF5 Users had identified the issues for practitioners when starting to use the Fifth Edition. The afternoon's presentation was structured around a number of these practitioner concerns.

A) SOME GENERAL ISSUES ARISING FROM THE SURVEY

1. Interpretation of Difficult Combinations

A combination is most likely to be perceived as difficult when the relationship between the scores is contrary to the direction of the correlation between them. In the Fifth Edition, the statistical overlap between the scales has been reduced so scale intercorrelations are only notable within the Global groupings. For this reason it is likely to be within the Global groupings that the most difficult combinations will arise. The user needs to be clear about two things:

- i) the domain of behaviour to which each Global Factor relates;
- ii) how the contributing factors exert their influence within their Global groupings.

If these two things are clear to the user then interpretation should not be problematic. As an example, there is a negative correlation between Factors A and Q2 so we expect higher levels of A to exist with lower levels of Q2 and vice versa. Presumably then, high A with high Q2 might be perceived as a "difficult" combination, as would low A with low Q2. These two factors contribute to the Extraversion score. To understand the meaning of these less usual combinations, we need to be clear about the domain to which Cattell's extraversion construct relates and we need to be clear about how these two factors separately influence that domain. The domain of extraversion on the 16PF5 is defined as follows:

"Social orientation; the desire to be with or around others and be noticed by them; the energy given to initiating and maintaining social relationships."

Factors A and Q2 are different from each other in terms of the manner in which they exert their effect on the behaviour we see in this domain. Factor A influences extraversion via the degree of readiness to form close relationships with people. Factor Q2 influences extraversion via the degree to which the individual likes to work with others and be involved in group activities. Combinations of A and Q2 scores which go against the direction of the correlation can be understood easily in these terms. It is possible for a person to enjoy group activities or to attach value to team work and yet to maintain an emotional detachment from those he or she is socialising with or working with, (low A, Low Q2). Group activities and team work provide more than just the opportunity to get to know people well. Those who score low on A and low on Q2 are likely to focus more

on the task or the activity itself rather than people with whom they are interacting. Similarly, a person may be very interested in and attentive to others when interacting with them and yet still be less likely than most to want to be involved in group activities or teamwork (high A, high Q2).

2. Remembering the Differences between the Fourth and Fifth Editions

Users for whom this was an issue were referred to a paper presented by Wendy Lord in June 1994 entitled "A Review of Item Content in the Fifth Edition of the 16PF". This can be obtained from ASE.

3. Cross-Cultural Usage of 16PF5

Cross-cultural usage is an increasingly important issue for users. The results of three recent studies in this area were summarised.

The first study was an exploration of sex differences on 16PF scales for each of three cultures - Spain, the UK and France. It was based on analysis of data from the Spanish, British and French standardisation samples. The author of the study, Nicolas Seisdedos, presented the results of the analysis at the Congress of Applied Psychology in 1994 in Madrid. His analysis suggests that there are genuine differences between the sexes and that some of these are common across the three cultures show females scoring higher in Sensitivity (Factor I), Apprehension (Factor O) and Warmth (Factor A).

The aim of the second study was to identify sex bias on individual items which had emerged during the process of translating those items. This study is written up in a paper which is available from ASE ("Presentation for Montreal Congress August 1996") and which includes a summary of the previous exploration of sex differences across cultures by Nicolas Seisdedos.

The third study was a comparison of the American and British standardisation samples which suggested significant differences between the two samples on nine of the temperament scales.

Taken together these studies suggest that there are subtle differences in the way different national and cultural groups understand and respond to the same personality item. For this reason it is not good practice to use editions of a personality test which have not been adapted to the nationality of the test-taker.

B) SPECIFIC ISSUES

Having covered these three general issues, time was beginning to run short. Wendy had intended to comment on a range of issues related to selection and team building since these two areas had emerged from the survey as being the applications in which users feel less confident and feel a need for more support. However, time constraints meant that these issues will need to be deferred to another day. There was just time to comment on one commonly expressed issue: the need for more data. ASE is currently undertaking an extensive data collection exercise among users of the 16PF5. One priority, in response to user feedback is the provision of more extensive normative data on managers. However, users were reminded to exercise caution and care when using managerial or any occupationally specific norm group. The managerial norm group will be made up of "people who are managers". They are not necessarily effective managers and even if they were, what makes a manager effective in one environment is not necessarily generalisable to other environments.