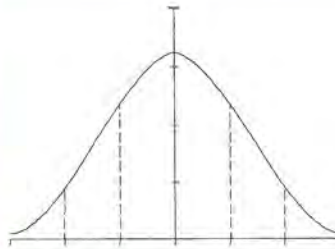


16 PF Newsletter

What tests do you use in conjunction with 16PF5? Of course no reader would use only 16PF5 and nothing else when making key decisions. Would they? Stuart Robinson and Derek Wilkie outline an interesting development that they have pioneered ...



rather than one which originates in individual psychodynamic considerations. McCrae and Costa (1989) pointed out that four members of the Big Five map on to the typical Jungian dimensions of type. The **Quintax** dimensions represent our efforts to define and express the affinity between the Big Five dimensions and those associated with Jungian type, in what amounts to a post-Jungian model of personality type. The mapping of factor similarities is shown

below:

Quintax Dimensions	Related Big Five Factors	Related Jungian Type Preferences
Relationship to Others		
Extraversion: Introvert Vs Extrovert	Extraversion	EI
Criticality: Personable Vs Logical	Agreeableness	TF
Thinking Style		
Organisation: Adaptable Vs Structured	Conscientiousness	JP
Intellectual Focus: Grounded Vs Theoretical	Openness	SN
Emotions		
Emotional Involvement: Calm Vs Volatile	Neuroticism	absent from Jungian model

Quintax® and 16PF5: Complementary Measures

INTRODUCTION

What we want to do in this short article is to give readers of the 16PF Newsletter some of the thinking behind the development of our personality questionnaire **Quintax**, a brief description of how the measure works, and an insight into what we feel is the complementarity between **Quintax** and 16PF5.

We published **Quintax** early in 1998 after a development process that began in 1995. It still continues, as we are committed both to enriching the applications available with **Quintax** and to developing the underpinning research on which it is based. **Quintax** is a made-up word in which **Quin ...** reflects its relationship to the 'Big Five' model (or models!) and **... tax** reflects the taxonomy or classification system that enables it to be used as a type indicator. Briefly, **Quintax** arose from a desire to offer users a questionnaire that could provide both a profile measure of all the major domains of personality, and also the holistic approach associated with type approaches to personality. Accordingly, we decided that the Big Five model, as the focus of an increasing consensus about personality variance, should form the basis of both approaches.

ADVANTAGES

The advantage provided by this is that it yields a method of typing which is both more inclusive, in incorporating emotionality in the classification system, and one which is based on a modern empirical consensus about personality

In developing **Quintax** we have been concerned to develop a measure which is oriented to the needs of the user in providing clear factor descriptions, along with supportive interpretative materials. Such materials include Type Descriptor leaflets, Learning Style leaflets, exercises for use in team and management development workshops, PowerPoint supports, etc.

Profiling is done against a sten based five-factor profile chart with a variety of available norms and the potential to calculate estimates of Belbin team role preferences. A sixth scale measuring socially desirable responding is incorporated into the measure, helping to make it useful in selection as well as development situations. **Quintax** Typing is done using breakpoints set upon the five key trait scales,

NEW VENUE - The Naval Club, 38 Hill St Mayfair, W1

① 17th May AM: Creativity & Innovation - Dr Patterson

17th May PM: Servant Leadership - Madeline McGill

② 20th June: Quintax: Complimentary to 16PF5. This will be a qualifying workshop!

based upon the general population standardisation sample of $N=681$ people. The breakpoints have been set normatively at the boundaries between stens 5 and 6 on each scale.

Thus an EPSG-C type refers to an Extraverted, Personable, Structured, Grounded and Calm type. Such people tend to be warm and sociable, accommodating in style with a potential to work well in team settings. They tend to be keen to structure and plan their time with a view to efficient use of their energies, and generally adopt a pragmatic problem solving style. In addition they tend to be relaxed and patient in their approach to people and situations. Less strong preferences may be verified with the respondent and represented in terms of lower case letters in the type designation, e.g. EpsG-C would imply scores on Criticality and Organisation which are closer to the mean and less clearly marked in their presence than the other three. The implications of setting breakpoints for type in the way described are pursued more fully in the *Quintax* User Guide (Robertson & Wilkie, 1998).

COMPLIMENTARITY WITH 16PF5

My main concern here is to show some of the practical ways in which we have found that *Quintax* and 16PF5 work together, rather than to detail the statistical overlap between the two measures. This is dealt with fully in the *Quintax* User Guide in which a construct validation of *Quintax* against 16PF5 is reported.

One major complementarity appears when using the measures together in assessment. We have found that the two measures help to provide 'triangulation' over a range of aspects in respondents' profiles, thus giving more security over the accuracy of assessment. Sometimes this is clear-cut, as in a recent case where we assessed a candidate for a position as an Information Systems Manager. He scored a sten of 8 on both 16PF5 global Extraversion and *Quintax* Extraversion using managerial norms in each case. This was confirmed by many behavioural instances identified and discussed during feedback.

At other times, discrepancies occur which help to deepen one's understanding of a profile. In the same case as that above the candidate scored a 6 on *Quintax* Emotional Involvement and a 3 on 16PF5 global Anxiety. Review of the profiles and discussion in feedback revealed that the candidate had a low sten on 16PF5 factor L; this is reflected in the 16PF5 Anxiety scale but not in the *Quintax* scale, which is more concerned with experiencing negative affect, and feelings of personal insecurity. In addition, he revealed in feedback that he felt it important to state one's feelings rather than bottle them up, an aspect also picked up by *Quintax*. The correlations incidentally, between the 16PF5 and *Quintax* factors mentioned above are 0.71 ($N = 88, p < 0.01$) for Extraversion and 0.66 ($N = 88, p < 0.01$) for Anxiety. Completion of *Quintax* also allowed us to provide the candidate with a Type designation and feedback giving strengths, development tips, etc. In this area, our view is that assessing the person from two related vantage points helps to validate and deepen the picture that emerges from the assessment.

DEVELOPMENT

A further area lies in the use of *Quintax* and 16PF5 together in progressive focusing of individual development issues. In development situations the advantage of *Quintax* is that it provides Type feedback which is holistic, i.e. it has a 'whole person' view. Such feedback can be useful in reinforcing an important message, e.g. in outplacement counselling, viz. that we are all individuals, and that the types are all of equal value. This can provide an important platform for confidence on the part of the respondent when dealing with more detailed

feedback. Having an overall view of strengths, development tips, learning style etc., also provides a suitable preparation for a subsequent consideration of the fine grain of the person's profile from a 16PF5 point of view.

In many situations in assessment, whether conducted in assessment centres or individually, time for assessment and feedback is at a premium and the use of a short form questionnaire provides greater flexibility. In these situations we have found that *Quintax* may be used to great effect. In addition, knowledge of 16PF5 (and indeed other measures) can serve as a basis for exploration and probing. Feedback on Extraversion, for example, can be used to explore areas such as warmth, liveliness, social boldness, self-disclosure, and group orientation. This implies complementarity even when the instruments are used apart, in that knowledge of the scales on one measure can deepen one's use and understanding of those on the other. Just as important, the use of a five-factor approach gives greater control of a more limited time resource to the feedback giver.

QUALIFICATION GRIDS

Our use of *Quintax* has also been strengthened by Cattell's descriptions of Qualification Grids used to model a job role or requirement quantitatively in terms of desirable 16PF characteristics. We have worked with client companies to develop *Quintax* Q Grids for use in selection, in which the total Q Grid score is normed against our standardisation sample. Also, one of our clients is using a Q Grid approach with *Quintax* in an assessment centre to provide a source of quantitative evidence related to competencies.

One final area lies in the conduct of workshops for management or personal development purposes. Here *Quintax* provides an alternative to 16PF5, which is easier to apply in a round table assessment and discussion. A review of types provides for a team-based discussion that would be difficult to conduct using a large profile-based measure. The use of a type table is also helpful in allowing the range of types in a team to be recorded and displayed for discussion.

What we hope this shows is that *Quintax* and 16PF5 complement each other in some very positive ways. This, in our view, is partly because they have some core overlaps as profile measures (e.g. in correlational terms), whilst also having different applications. The latter stem mainly from the ... *tax* in *Quintax*.

References

- McCrae, R.R. & Costa, P.T., Jr. (1989). Reinterpreting the Myers-Briggs Type Indicator from the perspective of the five-factor model of personality. *Journal of Personality and Social Psychology*, 57, 17-40.
- Robertson, S.A. & Wilkie, D.T. (1998). *Quintax* User Guide. Manchester: Stuart Robertson & Associates.

Quintax® is a registered trademark of
Stuart Robertson & Associates.

Stuart Robertson will be talking about Quintax at our June meeting and will be a qualifying workshop for those who wish to use this assessment

Looking at Difficult Profiles...

Wendy Lord sums up an intriguing session presented by our own members...

For those of you who weren't there, we had a particularly enjoyable User's group meeting in February. You should have come! I'd like particularly to make some comments on the afternoon session in which four members presented case

studies where they had used 16PF. As I travelled home from the session I was thinking about the learning points that had arisen from these case studies and would find it helpful to share these with you and perhaps get your comments in reply.

First up was Paul Sleight who told us about a woman who was feeling frustrated and low. He used the 16PF to help her gain insight into the fact that her low mood was a result of being in an environment which didn't suit her temperament. It occurred to me that for those of us who work in this area, this would have been obvious but for her it was a revelation and it was that very sense of revelation that helped her. I have long suspected that this 'Eureka' effect is a key factor in the success of psychological interventions. Poor us then!! We know the theories and the principles so when we are feeling low - where can we go for the Eureka effect?

THE 'DIFFICULT' PERSON

Hugh McCredie gave us a description of a person who was perceived by work colleagues to be 'difficult'. From this description we were asked to guess the 16PF profile. We were wrong on several counts and some people commented that it was a bit of a poor show if, with all our experience, we couldn't get the profile right. Personally I would take an opposite view. I think our inability to guess the profile is a testament to the richness and usefulness of the 16PF. The factors measured by the 16PF are source traits; we cannot directly observe them. Any one type of behaviour may arise from a variety of sources, (a variety of combinations of different factors). If someone is being 'difficult' at work, the 16PF helps us to understand where that 'difficult behaviour' is coming from but we have to see the profile to get that understanding. If we had been given the profile first without the description of the person at work, I think most people would have predicted some potentially difficult issues concerning how the person would be likely to impact when working with and through others. Either way the 16PF is useful; whether we want to predict what we haven't had a chance to see or whether we want to understand what we have already seen.

It occurred to me also that had we been trying to guess the OPQ profile, we would probably have been far more accurate (given, of course, a knowledge of the OPQ) because the OPQ scales are designed to measure observable behaviours. But I have to ask myself this: if what is being measured by a questionnaire is so easy to deduce by observation why do you need the questionnaire in the first place? All you need is the framework; you can then use it as a checklist for your observation.

A DOUBLE TAKE

Belinda Smith gave us much food for thought when she presented two profiles of the same person that had been obtained four years apart. The profiles were very different in places and this worried members of the group. How can we know which is the truer reflection of her? Belinda's reply was; 'Why shouldn't they both be right?' Once we knew the history, I think we were able to accept that this could be the case. The 16PF measures what we assume to be fairly stable aspects of the person but there will be some fluctuations in some factors over time due to life situation, life events and maturation. In this case we can also add the impact of mental set arising from the fact that the two profiles were obtained for different reasons and in different contexts: one for selection and the other for a developmental interview with someone outside the company. The first profile was obtained as part of a selection process. We might assume that there was some 'faking good' going on. The important thing, though, is that the predictions from this profile of how she would behave at work proved valid.

DISTORTION

That isn't to say that the impression she gave of herself through the profile was without some distortion. However there is a difference between blatantly lying about oneself and 'putting one's best foot forward'. In any social situation we emphasise those traits we possess that we consider appropriate and de-

emphasise those traits we feel are not. We all do this, albeit to a greater or lesser extent and with different degrees of success. We all do it whether we are filling in a questionnaire or actually interacting. At the time this particular person completed the first 16PF she was feeling good about herself and ready to take on the job. It transpired that this impression she gave of herself at her 'best' was exactly the kind of person that was needed for the particular role and she indeed proved to be that kind of person in real life as well as in a questionnaire. So it was in fact a successful fit. Over time the environment within which the role was placed, changed. This reduced the fit between the role and her preferred way of being. The reduced fit decreased her job satisfaction. Plus, at the same time events in her own life had eroded her personal resources and her sense of coping, not to mention her energy and enthusiasm. At the point of the second assessment, she wasn't feeling good about herself and also, possibly, she saw the occasion as an opportunity to get some professional advice on the issues that she was facing. The 16PF, on both occasions was a valid reflection of her self-concept at the time of the assessment. Her style of behaving in those two periods of her life would seem to have been true to her self-concept as reflected by the 16PF. In the first case, she had a sense of fit with where she was in her life. When that sense of fit deteriorated and as her satisfaction with life and her energy lessened, there was a real impact on how she generally interacted and operated in her world; an impact that presumably, by the time she came to complete 16PF for the second time, had been going on long enough for her to have come to incorporate it into her perception of how she typically is and therefore to reflect that perception of herself in the way, she responded to the 16PF questionnaire. The 16PF is a measure of trait not state. Scores won't fluctuate with daily mood changes. However a change in mental state which persists for a long period of time is likely to have some impact, both on the behaviours a person actually shows and on how the person sees himself or herself. Such an impact won't just be restricted to the anxiety factors; the way we feel and the way we behave are of course linked.

ORGANISATIONAL STYLES

Rob McPhearson presented 16PF data alongside 360-degree data. He presented the 16PF profile first and asked us to predict self-ratings and other ratings on a number of competencies. What was interesting here was that we all assumed that certain aspects of the profile would result in low ratings on some of the competencies; like for example, 'effective communication'. We were often wrong and the reason we were wrong was that acceptable styles vary from organisation to organisation. We need to know the culture of the organisation before we can say whether a particular behavioural style will be acceptable or not. Ultimately, in personality assessment, there is no 'right' or 'wrong'. What matters is how a person's traits match the situation. An obvious point perhaps. Nevertheless it is one that is easy to forget, however experienced we are!

Wendy Lord is an independent consultant

LETTER TO THE EDITOR

The January issue contained a piece about active listening skills. Long-standing member Helen Benedict has listened and responded.

Dear Sir

Your page three invitation (in the last Newsletter) is of course irresistible to an F++ reader and I offer a prompt response, and brief (so as not to overtax your listening skills), though you may be less Q4 when at your desk than you were on the M1:

F++ meet F—

F++ "Wow! Have you seen this? Just look at what it can do! It's absolutely marvellous, don't you think? Have you ever seen anything like it?"

F—"....."

Decades of experience tell me that this 'response technique'

even practised over a long period, does nothing to moderate the F++ behaviour but does moderate the expectations that accompany it.

An E+ meets E- stays in my chastened mind: -

E+ "So you aren't doing French A Level now?"

E- "No."

E+ But you were in line for a very good pass. What happened?"

E- "Well I couldn't stand the teacher, but I didn't tell you, 'cos I knew you would persuade me to carry on with it only it's too late now..."

A useful reminder (in the last edition) that there are 'salesmen' and 'salesmen'. Most of my clients have been in serious engineering (aerospace and defence) where introversion rules, (Don't think you can just TALK the bloody thing into staying up in the air,' they say.) Though the occasional Armani clad diplomat is useful for what one of my test-sophisticated office equipment clients describes as the 'opener' sales person. Even they would say, "But you've got to send in someone really focused to follow up and close."

Helen Benedict
Worcester

LET'S DO SOME RESEARCH

says Bill Lubbock. Yes, he's at it again, providing tenuous links between 16PF and his life...

"All the lonely people, where do they all come from?"

John Lennon asked the question in his song Eleanor Rigby. We don't know where they come from, but we do know where to find them - in the Kindred Spirits columns of national and local newspapers. You may be surprised at the number of men seeking women, and women seeking men, but more surprising than numbers is the average age, 36 in the Daily Telegraph, a bit younger in the Daily Mail.

Can all these people score low on E, F and H, and high in O and Q2? Or are they quite the opposite, and does it take a certain degree of boldness to initiate these sorts of contacts and to follow them through? Are they people who, in the main, are really highly sexed, thrive on making new acquaintances, bold and ruthless in following them up, and having satisfied their urges, move on to the next despite what they say? After all, if you were a real loner presumably you wouldn't bother, and if you were very shy could you bear the thought of meeting a complete stranger in a pub somewhere?

Even making allowances for self-awarded halos many of the advertisers look quite attractive in print, and if they are genuine (they all claim to be this) you wonder how they have not managed to make contact with eligible members of the opposite (or same) sex without advertising. One explanation might be that our education system doesn't teach children fundamentals like getting on with other people, and they don't acquire the skills naturally later in life. Although most seem to

Acknowledgement

The 16PF User Group gratefully acknowledges financial support from ASE NFER - NELSON, directed at defraying the production costs of the Newsletter. The Newsletter remains independent, and views expressed do not necessarily represent the views of ASE NFER - NELSON, or the Editor.

relate to each other naturally at both single sex and mixed schools, and later on, swinging in Ibiza, perhaps there are some who are introverted and get left behind, and like Cyrano de Bergerac find it easier to press their suit in writing. We ought to investigate.

Certainly, if you haven't paired up, even momentarily, in your late teens or early twenties it becomes progressively harder as you get older. When young you don't think about behaving correctly in a bedroom. You just strip off and get down to it. But at a later age there are all sorts of considerations that come into play.

Should I take my clothes off, and simulating uncontrolled passion drop them on the floor; or should I fold them carefully and put my trousers and jacket on a hanger? But is that presumption, and is she expecting me to leave afterwards? Does that depend on how well the next hour goes? If it doesn't go well, do I get a second chance?

Who uses the bathroom first, and for what purpose? Does she clean her teeth before coming to bed, and afterwards does she put them back in again? Can I clean mine, using her toothbrush, and will I want to after I've seen it? If there's an electric shaver, should I use it? Should I look in the bathroom cabinet to see what medicines she's taking, and what complaint, feminine or otherwise, she might pass on? If I suspect the worst, how do I extricate myself from the whole situation and not upset her?

I did some research of my own and rang up a few of the females' information numbers where you can listen to the messages they put on line. Most seemed to be single mothers even if they hadn't said so in their ad, and none were offering conjugal relationships at the start. I wasn't surprised, as that was how they came to be in this predicament in the first place.

Whatever people's motives for getting to know more members of the opposite (or same) sex, I'm sure that as psychologists we could arrange the whole process a lot better for ourselves. Perhaps we could advertise in Psychology, which is contemplating accepting personal adverts. And we could even cater for our special tastes in a fairly unequivocal form. Why not, for example

"A4, B9, C5, E2, F2, H3 wishes to meet (strong disciplinarian) G1, E10, I2, O1, with a view to extrinsically rewarding relationship."

I think there may be something in this. Anyone want my profile?

Bill Lubbock is with Lubbock Associates

SUBMISSION OF MATERIAL

The Editor welcomes contributions from members either as letters or as articles on the use of the 16PF.

Case histories, unusual assignments, as well as unusual profiles are welcome.

When submitting material, please enclose a 3 1/2" disk together with the printed copy. This saves re-typing and minimises the risk of mistakes.

CONSULTING EDITORS

Roy Childs, Team Focus Ltd
Dr Ken Miller, Miller & Tyler Ltd

Membership Administrator:
Ali Fox, Tel: 0171 261 9425

Editor

David Roberts, David Roberts and Partners
Church House, 3 Station Road, East Leake,
Loughborough, Leics. LE12 6LQ
Tel: 01509 852870 Fax: 01509 856859
email: david@davromc.demon.co.uk