

# 16 PF NEWSLETTER

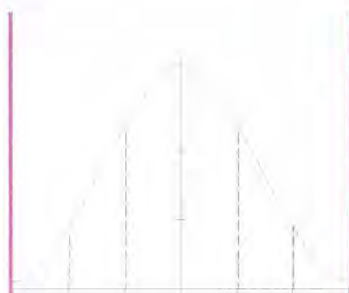
Editor: David Roberts

Missed November's meeting? See below

## Can Personality Change?

Helen Benedict summarises a recent meeting of the User Group

Practitioners who have the use of even half an eye or half an ear, or who have offered a helping hand to anyone experiencing major life events, (job loss, emotional crisis, significant success, aging, causing the death of another person, religious conversion inter alia) can only give one answer to this question - "Yes, and some personalities more than others." Test instruments gain credibility and utility when they are sensitive to these observable changes. It is to be hoped that that does not need to suppress the potency of observable psychological events in the name of the holy grail of test/retest reliability.



### SENSITIVITY NEEDED

The data presented at this meeting attested to the continuing sensitivity of the 16PF. The clinical view which was made possible by the extensive range of individual scores was enriched by reference to the nomothetic data available or identified in references.

The main focus of the joint contribution of Andrew Melhuish and Andrew Life was a group (N=11) defined as 'High Changers' where the test-retest similarity coefficient (r) was low, ranging from 0.06 to 0.25.

(For Pattern Similarity see Cattell 1970 Handbook pp. 137-140) In parallel the speakers supplied L and Q data, with administrator's comments recorded at the time of testing and data from Andrew

### REASSURING

Melhuish's annual follow-up questionnaire

It was reassuring to find that the 'High Changers' initial Q3 test scores occurred (with one exception) in the sten range from 2 to 5 (mean sten score 3.5). The range of attributions given to Q3- refer to changeability, even unpredictability, and it would have been disconcerting to find the group mean on Q3+. The comparable Q3 statistic for the entire group (N=92) at the initial test was mean sten score = 5.17.

Cattell groups this factor with B, M and N as factors of low dependability (Handbook 1970 p 30) and more likely to fluctuate with psychological state than others (ibid. p31).

The examples of 'High Changers' included ref 'E' (rp=0.05) whose test/retest protocols nevertheless showed zero change on five factors, (A, B, G, E, M).

Andrew Life's comments identify this as a classic illustration of what Bob Rapoport described at Henley as a 'metamorphic' developer, one who was transformed by the Henley experience from a stable extravert (Chairman/TeamWorkerQi=6.7; Qii=4.9; Qiii=3.3; Qiv=7.5) with characteristics which mirror those of the Type 'A' manager, including a tendency to suffer from ulcers.

This, if it is a long term metamorphosis, looks inimical to the individual's well-being. If, however, it is just a new 'role' (initial test scores Q3=4; C=3) would the painful consequences be likely to fall on those around him?

As a contrast to the High Changer profiles

## INSIDE

- ① Can Personality Change?
- ② New 16PF User speaks out!
- ③ Personality and Behaviour
- ④ Announcements/Meetings

we saw the 'Profile of the Manager showing Least Change' (rp= 0.74) with initial test scores of:- A=6; B=8; E=1; F=3; G=7; H=5; I=3; L=4; M=8; N=7; O=1; Q1=5; Q2=7; Q3=9; Q4=5.

On this set of scores one is tempted to comment "Well he would, wouldn't he?"

"But surely the E1 predicts pliability,' might be the rejoinder. Could it not here, in conjunction with C, Q3, M and F, be a sign of disengagement on a grand scale?

The two Andrews invited suggestions for further analysis with a view to making more extensive use of the Henley data. Among the suggestions were:-

*co-variance analysis - traits and changes; links between environmental/economic change and health and personality variables; factors (cognitive and affective) influencing perceptions of events and people and consequent reactions; effect of takeovers on health and personality; influence of capacity for cognitive complexity (hence capacity for increased responsibility and accountability over long time spans and in ambiguous conditions) on physical and psychological health; study aids in the form of small individual case studies, linking changes in traits, team roles, etc., with life events; organisational culture - its effects, if any, on health and personality.*

Members of the Users Group obviously look forward to a development of the Henley analysis, hoping that Andrew Melhuish and Andrew Life will be giving further time to the project. Perhaps we can look forward to evidence of Roger Mottram's Team Type/Culture Preference postulates (based on the Harrison/Handy culture classifications).

Hugh McCredie's work with 232 directors and managers as Group Staff Manager, Glynwed International plc, used the Rackham and Morgan Behaviour Analysis categories in gathering behaviour observations over a four-day period. In-job performance ratings were correlated with the incidence of behaviour types within each functional group. These correlations showed, inter alia, that highest rated directors (Managing, Sales, and Works, but not Finance) used Supporting behaviour most. Higher rated Finance Directors used Disagreeing behaviour most, whereas highest rated Sales Directors used it least. With samples for Managing Directors (N=61) and Sales Directors (N=26), correlations of 0.4 and above are reported, and it is felt that the significant differences established within both function and job-performance allow the findings to be generalised for manufacturing businesses.

Subsequently Hugh was able to analyse data from this study alongside 16PF data from 135 directors among the study population, finding correlations (p<0.01) between Proposing and Summarising behaviours and Factor E+; Supporting

behaviour and Factor B-; Seeking information behaviour and Factor Q3+; Total behaviours per hour and Factor Q2-. At a lower level of significance (p,0.05) correlations were found between Disagreeing behaviours and Factor I-; Testing understanding behaviour and Factor A+; Summarising behaviour and Factor M+; Giving Information and Factors O-, Q1 and L+; Total behaviours per hour and E+.

It is in the trainability of verbal behaviours that Hugh sees the significance for these findings, in that connections between job performance and (trainable) verbal behaviours are as great as are the connections between job performance and personality variables.

Ros Dolton brought to the meeting a most original 16PF5 application, accomplished in the course of an MA degree during what must have been a labour intensive three-month period as a newcomer to 16PF, working with 29 anorexics.

The mean scores for the group were:-

A=4.8; B=7.6; C=2.7; E=4.3; F=2.5; G=5; H=4.6; I=6.5; L=4.8; M=6.7; N=5.1; O=7.1; Q1=6.7; Q2=7.6; Q3=5.8; Q4=6.7.

Ros linked test scores, research findings and her subjects' self-reports. The factors she found particularly relevant were C-, with its connotations of mood shifts, feelings of confusion and not being in control, O+ (almost 80% of her sample scored in the highest stens) and Q2+ (the perception that self-sufficiency is an unavoidable obligation characterises many anorexics). The group mean scores on L and N appear to be masking polarisation between those who define themselves as 'recovered' (N=8; group mean L+3.8; N=3.2) and those self-defined as 'non-recovered' (N=23; group mean L=6; N=7). Among the 'recovered' group six people scored N=4.5; in the 'non-recovered group' twenty-one people scored N=5.5.

*Helen Benedict is a Director of Executive Continuity Ltd.*

### Continued from column 3

More experienced users speak in these terms all the time but it can be very off-putting to new members who are not yet up to speed with such groupings. I think that any action to make new members feel less alienated will in turn speed up the growth rate of membership by newly qualified users.

*Chris Hall is with GNW Consultants*

### NEW USER GROUP?

Have you forgotten what it felt like to write your first 16PF report? Chris Hall, a newly qualified user, airs his views...

I was asked by a colleague to submit an article for the 16 PF Newsletter giving the view of a newly-qualified 16PF User. I should add that I have not so far attended a 16PF User Group meeting and have sighted only two newsletters, so I am not speaking from a position of strength.

However, with this very much in mind, this is the story so far...

As a recently qualified 16PF User, I am still in the process of getting to grips and dealing with other users infinitely more experienced than myself, and attempting to converse with them on level terms. Quite clearly, my command of 16PF will improve with use as more assessments are carried out by me in the course of my duties.

Unfortunately this all takes time and I have the feeling that many other new users like myself will feel vulnerable when joining in such forums as the 16PF User Group. We do not feel that we have sufficient knowledge and experience to network with colleagues who in our view and limited experience are "experts" in their field.

This in itself presents us with a dilemma: not all newly qualified users will be in a position where they will use the 16PF frequently within their working life and external volunteers may be limited. So what better way to learn than by discussing profiles with more experienced exponents? This lead us back to the "vulnerability" loop, so how can the User Group encourage newly qualified users to join?

For my part, I would welcome the opportunity for new users to be introduced through an occasional "New User Group" Forum, with one or two experienced members in attendance. This would give new users initial contact with others at the same level as themselves and could include discussion profiles calling on the residents' expert knowledge and experience.

In addition, perhaps the newsletter could include a section on some typical 16PF associations, e.g. E2 with H9 - what does it mean? Admittedly there will be numerous permutations, but perhaps there are some common ones that would be beneficial to new users.

<<<Continued in column 2

PERSONALITY  
AND  
BEHAVIOUR:

THE ANSWER IS EIGHT; WHAT WAS  
THE QUESTION?

Hugh McCredie

At the last User Group meeting I presented the highlights of an earlier paper (McCredie, 1991) showing connections discovered between 16PF traits and usage of Rackham and Morgan's (1977) interactive behaviour categories by 135 directors and senior managers.

I reported the average interactive behaviour profile based on 4.5 hours discussion time.

CATEGORY	AV. BEHAVIOURS PER HOUR
Proposing	14.8
Building	1.6
Supporting	8.6
Disagreeing	3.6
Defending/attacking	0.4
Testing understanding	5.6
Summarising	2.5
Seeking info.	15.3
Giving info.	56.4
Shutting out	12.2
Bringing in	0.4

I then went on to list the significant correlations found between the 16 traits and the 11 interactive behaviour categories before showing the results of multiple regression of these significant traits on each of the interactive behaviours.

The following table shows the percentage of variance in the use of behaviours explained by the 16PF traits:

Continued in next column>>>

CATEGORY	% CONNECTION WITH PERSONALITY
Proposing	9
Supporting	3
Disagreeing	3
Test underst.	5
Summarising	8
Seeking inf.	11
Giving inf.	8
<b>Total behaviours per hour</b>	<b>12</b>

Whilst I said at the time that I found no way of summarising the relationship between traits and behaviours, a simple way of executing this task occurred to me shortly afterwards. The first step is to multiply the hourly usage of those behaviours with statistically significant trait correlates by the variation accounted for, viz.:

CATEGORY	AVERAGE BEHAV'S PER HOUR	% VARIANCE EXPLAINED	USAGE X VARIANCE
Proposing	14.9	9	1.33
Supporting	8.6	3	0.26
Disagreeing	3.6	3	0.11
Testing under'ing	5.6	5	0.28
Summarising	2.5	8	0.20
Seeking info.	15.3	11	1.68
Giving info.	56.4	8	4.51
<b>TOTAL USAGE X VARIANCE</b>			<b>8.76</b>

If we express the Total Usage X Variance figure of 8.76 as a percentage of the mean behaviours used per hour (i.e. 108.8 excluding Shutting Out and Bringing In) we get 8%. We could say that this is the sum of the link between personality traits and usage of interactive behaviours. Even without this summary statistic, I suggested that from a trainer's perspective this low level of association as encouraging. It indicated that since most of the variability of interactive behavioural habits was not personality-dependent, they would be amenable to training.

Shortly after my presentation, a fellow-user rang to suggest that whilst my paper was good news for the trainer, it was bad news for the predictive reputation of 16PF. I am less gloomy about the findings for three reasons. First, I believe that the developers of this behaviour classification system (Rackham and Morgan, 1977) would argue that our interactive behavioural habits are mainly acquired through social/occupational conditioning. Second, and notwithstanding the first, the trait/behaviour matrix did reveal some interesting connections, e.g. Factor A+ with Testing Understanding. Third, I have also elicited some extremely robust correlations with 16PF traits and overall performance in some 'archetypal' industrial management roles. But that is another story for another occasion.

#### References

McCredie H (1991) *Behaviour Analysis Revisited: Some New Perspectives, Management Education and Development 22(4)*.

Rackham N and Morgan T (1977) *Behaviour Analysis in Training, McGraw-Hill, Maidenhead*

*Hugh McCredie is Group Staff Manager, Glynwed International plc*

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### NORTHERN MEETING

**2.00 p.m. Wednesday 21st June 95**

#### LEEDS

(Precise venue and details to be confirmed)

### 16PF AND COMPETENCIES

**Make a Note in Your Diary NOW!**

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### LONDON MEETINGS 1995

Wednesday 7th June,

Thursday 21st September,

Friday 3rd November

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#### Membership Enquiries.

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Rickmansworth, Herts WD3 6EH

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## 16PF NEWSLETTER

### COPY DATES

We invite contributions from both experienced users of 16 PF and from those who may have only recently qualified. What is your experience? Have you any difficult or unusual profiles that might interest others. We are all in the learning business - that's the prime reason for the User Group. On the other hand, you might just want to sound off in a letter to the editor...

**SEPTEMBER:** COPY DATE: 18th August

**JANUARY:** COPY DATE: 18 December

Submissions may be made on three and a half inch disks

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## ORGANISATIONAL CONSULTING MASTERCLASSES

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Details from: Antoinette Dixon,

South Bank University, Tel 0171 815 6908

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### IN THE SEPTEMBER ISSUE.....

- the beginning of a series on the primary factors of 16PF and their value in the organisational context...
  - Ken Rawling will continue his series on the second order factors...
  - an account of the March Meeting which dealt with the "Big Five" factors of personality assessment.
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