Understanding the Achiever Assessment

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INTRODUCTION

The Achiever has been developed to be completed by an individual to obtain a numerical score in six Mental Aptitudes and ten Personality Dimensions. It is then possible to assess that person's aptitudes and traits as they compare to others who have proven successful in any given job.

Through this unique assessment and the recognition of strengths, further training and development can enhance his or her effectiveness, productivity and job satisfaction.

The Achiever evaluation booklet is the same professionally developed evaluation instrument previously known as The Profile, the C.I.A. Manpower Evaluation Program and the Personal Evaluation Program, although the questions and format of the evaluation have slightly changed over the years to remain in compliance with state and federal laws.

The Achiever was developed and validated by James E. Moore, Ph.D., formerly of Purdue University, along with other professionals including Dr. James E. Moore, Roger Pryor, Psychology M.S., Dallas; Dr. C. Alan Siebenthall, Ed.D., LPC, a leading psychotherapist of Texas and the southwest; Dr. Max Fogel, Ph.D., LPC, University of Iowa, Senior Medical Research Scientist, Eastern Pennsylvania Psychiatric Institute since 1963, Associate Professor in Psychiatry, University of Pennsylvania; and Dr. Stanley Abrams, a psychologist and medical doctor well known on the west coast for his affiliation with the Kaiser Foundation and for research with polygraphy, encompassed in his book, The Legal Basis of Polygraphy.

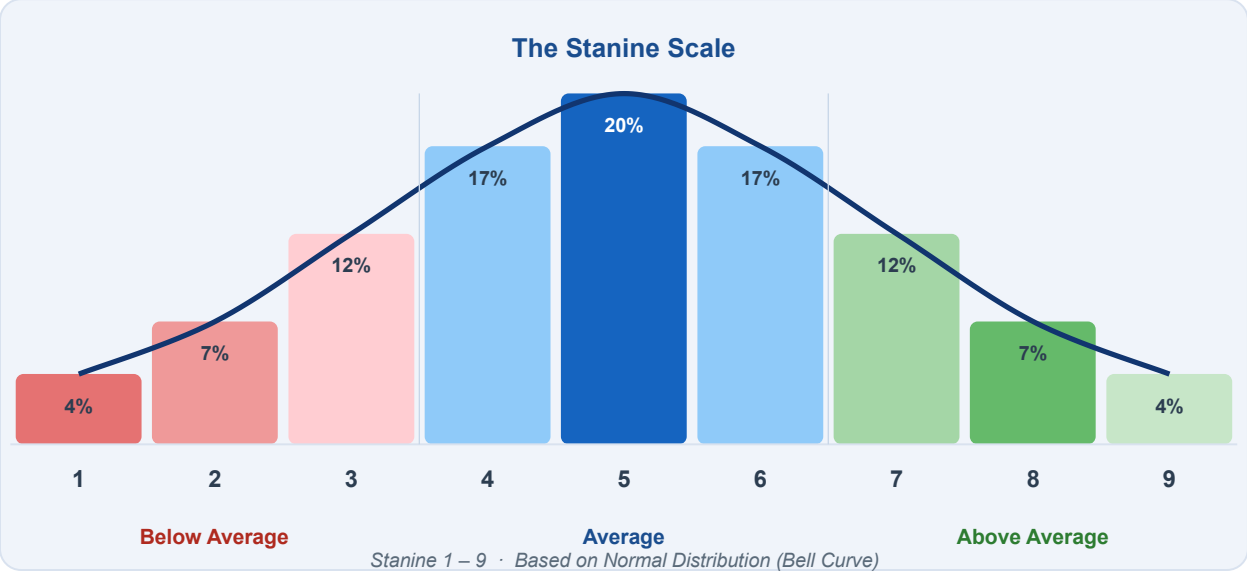
Created in 1967, the first evaluation was also published in 1967 and utilized by an extensive test group of companies. Dr. Moore, previously mentioned, directed revalidation of the instrument and it was updated and validated in 1972 and again in 1994.

Thus, the evaluation has been professionally developed and validated with both Construct and Criterion related validity. The Achiever is not discriminatory, but in compliance with both EEOC and other Federal Regulations, having been established and validated in accordance with the procedures described in "Standards of Educational Psychological Tests and Manuals," required per paragraph (2) 1607.6, "Minimum Standards for Validation," Federal Register Volume 35, dated 8/1/70.

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

The Achiever results are presented graphically in a format known as the Stanine system. Following is a discussion of the Stanine system.

Understanding the Stanine System



Stanine stands for STANDARD NINE and is a standardized measurement system. In the Stanine system, a line is set up and broken into nine standardized parts, and then contrasted to the Normal Distribution or Bell Curve. Thus, the general population is divided into 9 equal parts. Generally, scores in the 1–3 area are in the lower third of the general population. Scores in the 7–9 area are in the upper third of the general population, whereas the individuals who score in the 4-6 range represent the majority of the population. It is important to note that scores in a particular range are not necessarily good or bad. A score must be considered relative to the requirements of the job.

Following are definitions for the Mental Aptitudes and Personality Traits measured by the Achiever with detailed interpretive guidance for each measurement.

MENTAL APTITUDES

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

Business Terms - reveals the persons knowledge of basic business terms.

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

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

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

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

PERSONALITY DIMENSIONS

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

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

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

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

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

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

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

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

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

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

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

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

MENTAL APTITUDES

MENTAL ACUITY

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

Low scores, stanines 1-3, are representative of individuals who learn slowly. Overall, they do not read quickly, and they learn more effectively through repetitive processes, requiring the opportunity to take notes, read things twice and review their notes. They deal adequately with concrete data when they have the time to input and encode it in small, manageable amounts. They require more specifics and guidelines in a job situation. A low score also indicates that the hiring company cannot reasonably expect the applicant to engage in personal self-improvement projects involving school or study. Generally, an individual scoring at this level is well adapted to a position which provides a high concentration of routine and structured work. Normally, low scorers do not react well in supervisory or managerial situations, especially when they must sell, manage or supervise people who are more mentally alert than they are. They are not adept at solving complicated problems and, generally, find it difficult to cope with emergency or high-pressure situations.

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

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

these individuals will enjoy restructuring or long-range planning and need challenge in their position to maintain their motivation.

BUSINESS TERMS

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

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

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

MEMORY RECALL

The Memory Recall measurement is designed to determine the extent to which an individual knows and remembers what is occurring in the world at national, state and local levels. Low scorers, individuals scoring in the 1 through 3 range, basically are neither concerned nor interested in what goes on in the world around them. Individuals who score in the average range, 4 through 6, tend to keep up moderately well with what goes on in the world around them. They have an average awareness of the 8 competition and average observational skills. Individuals who score high in Memory Recall, stanine scores 7 through 9, will utilize their skills to keep abreast of current events and those factors that will affect the status of their organization. A person in a top management position needs to score quite high in this dimension to ensure that he or she will keep up with competitors, competitive and market trends, economic conditions, new product lines and other factors which will facilitate quick reaction to changing competitive and market conditions.

VOCABULARY

The Vocabulary measurement is designed to produce an indication of the level of general English vocabulary the individual possesses. Low scores, 1 through 3, are

characterized by individuals who do not possess a strong general English vocabulary. They may have to "grasp" for words in order to effectively get their message across to others. It is possible that English is the individual's second language; however, if communication on the job is to be done in English, it is still important that the person attempt to improve in this area.

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

High scorers, 7 through 9, have an excellent grasp of general English vocabulary. These individuals are capable of effectively communicating with others, on all levels, in both oral and written forms. These individuals may, however, need to be careful not to communicate at a level above the comprehension of others.

NUMERICAL PERCEPTION

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

Individuals scoring in the moderate range, stanines 4-6, will have adequate scanning ability, provided the job does not require close attention to details. Any numerically related tasks performed by individuals scoring in this range should be rechecked by someone else to guard against errors.

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

MECHANICAL INTEREST

The Mechanical Interest measurement is designed to quickly identify whether the individual being evaluated has interest in mechanical devices, apparatus, etc. It should be stressed that this is not a mechanical aptitude measurement but rather an

evaluation of whether the respondent has a sufficient level of interest to put forth the effort to understand mechanical devices.

Low scorers, stanine levels 1-3, are basically not interested in jobs where they must work with mechanical devices. Middle range scorers, stanine levels 4-6, represent individuals who have a moderate or average level of mechanical interest. High scorers, stanine levels 7-9, are highly interested in mechanical equipment. These people like working with equipment and prefer to be involved with mechanical devices in both their personal and vocational lives.

PERSONALITY STRUCTURE

ENERGY

The Energy measurement is derived from the premise that individuals are the result of three basic forces: genetic background, environment and biochemistry. Persons scoring low in this dimension, stanines 1 through 3, are characterized by a condition of chronic stress. This stress creates implications for their work performance. As a result of the high level of nervous tension and kinetic energy within their systems, they tend to be easily distracted and have short attention spans. Their noise tolerance is not great and, to be comfortable in their work, they must be given the opportunity for physical mobility which in turn provides them the escape valve to work off nervous energy. They may waste a great deal of energy fidgeting and acting out in ways that help them release the residual stress from their bodies. As a group, individuals who score low in Energy are more prone to internalize the stress they feel, thus promoting physical conditions such as migraine headaches, stomach cramps, stomach ulcers, etc. They have a physical need to "blow off steam" and at the extreme, could exhibit outbursts of temper.

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

At the other extreme, those individuals scoring in the high range, 7 through 9, are exceedingly calm and relaxed. They can be slow to act, react, and, in general, difficult to motivate. They lack sufficient nervous energy to be action oriented. Calm individuals do not have the internal tension to cause them to act on things. Therefore, they have a tendency to procrastinate and put off making decisions. They are complacent and have few qualms about sitting behind a desk for an eight-hour day. Highly calm individuals normally react well in job situations where they are in a stationary position. Motivation of highly calm individuals can be difficult, especially if they also score high in Emotional Development.

FLEXIBILITY

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

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

Individuals scoring in the midrange, stanine levels 4 through 6, are usually preferable. These individuals tend to be more honest, reliable, dependable and normally carry more guilt anxiety than low scorers. They are trustworthy and loyal employees who will let their employers know where they stand and make every effort to fulfill their employment obligations. Middle scorers are fundamentally consistent in the application of their goals when handling their responsibilities and when interacting with others. They can be flexible yet should be fundamentally reliable and dependable.

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

ORGANIZATION

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

Low scorers, stanine levels 1-3, tend to feel that planning is a waste of time and generally don't bother with planning. They simply do not plan their time and activities.

They are basically good temporizers who flow and conform to circumstances as they arise. They prefer to be extemporaneous in their speaking and tend to come off well under those circumstances. They do not fit well into a highly bureaucratic, highly structured employment situation. Low scorers who are simultaneously extremely sharp prefer to work in new and different situations where the challenge is to learn what innovations can be accomplished.

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

High scorers, stanine levels 7-9, are oriented to plan their time and activities. They are technically disciplined and emphasize order and control in their environment. At the extreme, these individuals want to determine all their alternatives well in advance. They require a good deal of structure and are lost without it. They prefer not to embark on a project unless they have a detailed plan thoroughly in mind and may spend so much time planning that they leave too little time for implementation of plans.

COMMUNICATION

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

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

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

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

EMOTIONAL DEVELOPMENT

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

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

positions requiring a good deal of responsibility calling for emotional patience and tolerance.

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

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

ASSERTIVENESS

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

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

offer constructive criticism, or ask for a prospect's business. They are order takers and good followers.

Average scorers, stanine levels 4-6, will tend to hold their own when dealing with other people. Individuals who score in this range will not hesitate to express their opinions, if they have a sufficient level of Communication, and will not let others run over them. They have an average or normal ability to close a sale, to tell a subordinate what to do and to, in general, let others know where they stand. Basically, the 4-6 range is the most acceptable and desirable range unless the job requires less Assertiveness, and this can only be ascertained by careful study of the requirements of the position.

High scorers, stanine levels 7-9, tend to be assertive, opinionated and decisive. They are determined, hardheaded, stubborn and generally unwilling to readily accept the viewpoint of another individual. They will tell others what to do, and will let their subordinates know where they stand, what they expect and where they are coming from. Highly dominant salespeople are often too blunt but love the challenge of the sale and will sacrifice after sale service in order to devote their time to closing a new client. They much prefer being the leader, rather than the follower. There are two factors readily available to assist an individual in assessing the approximate Assertiveness level of the person. First, a highly dominant individual will look others straight in the eye. They enjoy confrontations and thus do not feel uncomfortable using a good deal of eye contact. Second, when asked a question, the highly dominant person will give a direct answer. They do not beat around the bush.

COMPETITIVENESS

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

Low scorers, stanine levels 1-3, are not avid competitors. They may actually even avoid competition. They dislike comparisons based on competitive rankings. They feel that such evaluations are inappropriate. Low scorers tend to be more easygoing and docile. They prefer to experience life for the satisfaction it presently offers. They are friendship oriented and an important factor affecting their job satisfaction will be the opportunities to develop and maintain cordial relationships with clients and

associates. They will not do anything from a business standpoint to threaten those relationships. Friendship-oriented individuals are generally best motivated when the emphasis is placed on each person improving his or her performance for personal reasons, or for the sake of helping a friend, the department or the team.

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

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

MENTAL TOUGHNESS

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

Low scorers, stanine levels 1-3, are sensitive to their own needs and feelings as well as those of others. They have a greater capacity for empathy and are gentle when dealing with people. Sales rejections and criticisms are usually taken more seriously and personally than were generally intended. Tender-minded people get their feelings hurt more easily and are slower to heal when they do. At the extreme, they may be too dependent upon the opinions of others with respect to their own values. Many times, these people are more easily depressed and live in a pattern of "peaks and valleys." People low in this dimension dislike rough people or rough activity, uncleanness and are more attuned to physical discomforts. Tender-minded individuals are usually more imaginative, aesthetically oriented and are more appreciative of beauty.

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

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

QUESTIONING/PROBING

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

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

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

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

WORK MOTIVATION

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

Low scorers, stanine levels 1-3, are basically security motivated. They are serious about job security and opposed to any changes which could potentially damage security. They like the predictability of regular hours, a regular salary and an assured retirement income. They enjoy a solid domestic environment and do not feel very comfortable when they are away from that. They like to come home every night and do not like to travel extensively for business. Security motivated people do not readily accept job change, nor do they like having their desk or office furniture moved around. Once security-oriented individuals find jobs that represent security to them, they are quite reluctant to change positions. They may be extremely sharp mentally, have a good drive balance and enjoy people, but their need for security often supersedes these tendencies, sometimes to the extent that they will pass up a promotion or transfer since accepting such a change represents a threat to their security. Rewards which are important to these individuals are money, comfort, quality, assurance, retirement benefits, company profit sharing, social security and praise for their efforts. They would not want their income to depend on their performance, as would be found in a straight commission sales position. Once they have the degree of security they desire, any efforts to increase productivity or improve performance will be for job security reasons, not for any personal rewards they might receive over and above job security.

Average scorers, stanine levels 4-6, are basically the type of individuals who work well in a job situation which provides a moderate or average level of security combined with some sort of recognition and incentive. This recognition may come through periodic praise, a periodic bonus, a periodic salary increases, commission along with a base salary or some type of recognition for achievement. Normally, individuals at this level do not engage in a great deal of self-improvement nor are they overly ambitious. Furthermore, they are generally not willing to take chances or make the sacrifices often required for achievement.

High scorers, stanine levels 7-9, tend to overwork, overplay and burn the candle at both ends. They are futuristically oriented and will take risks and speculate if there is recognition or profit in it. Generally, high scorers thrive on commissions, bonuses and incentives. They are highly motivated by status, attention and achievement. They are motivated by challenges and are highly entrepreneurial. As a rule, they are not as technically inclined and will not be as thorough with details. High scorers are not creatures of habit; they like to be going and doing as much as possible. They like anything new, interesting, challenging and exciting. Their enthusiasm is usually contagious, giving them a good ability to motivate others, especially if they have strong levels of Communication and Competitiveness. An ideal score in this dimension depends upon the needs of the company. A newly founded, fast-growing company needs management which is characterized by scores in the upper stanines of this dimension. Security motivated employees often provide stability to the company, but a balance is necessary in order to maintain an innovative stance and the ability to rapidly respond to the changing market and economic conditions.

DISTORTION

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

Average scorers, stanine levels 4-6, have fallen in an acceptable level for this dimension. They have a fair knowledge and understanding of their own strengths and weaknesses yet need to establish and maintain a protective exterior.

Individuals scoring in the 7-9 range indicate that they have exaggerated their standards, self-control or social conformity so much that the validity of the test is questionable. These individuals have a strong need to be accepted or liked and are careful to put down the "right answers" when taking the evaluation.

EQUIVOCATION

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

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