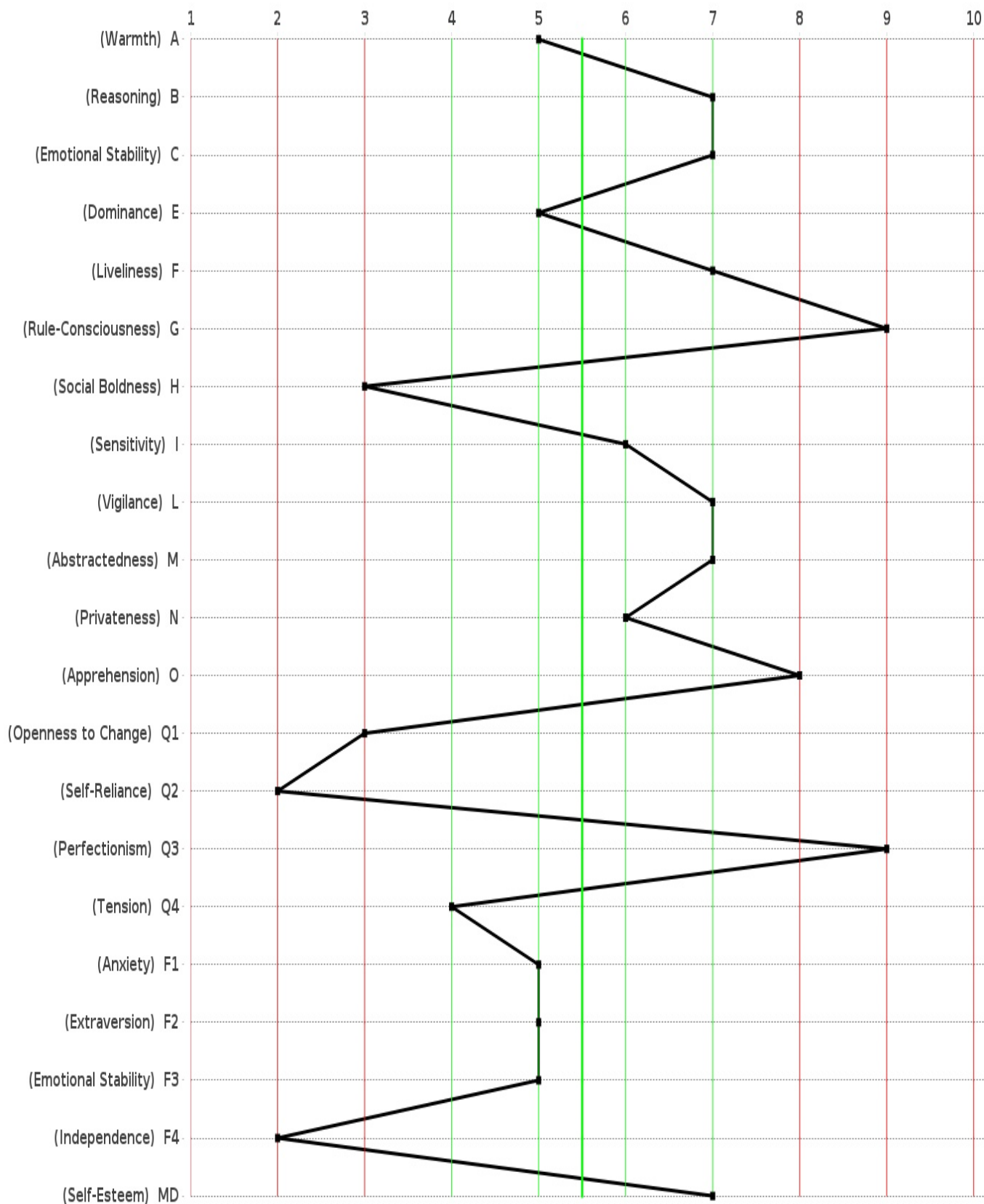


Report with test results.

Employee: Тестовий Персонаж.

Date of testing: 27/05/2024

### Cattell test results, 16PF Form C. Personality Profile.



The result of the test is a personality profile based on the sixteen factors identified in the survey. The factors

are measured in conventional units - "stens" - and are distributed on a bipolar scale with extreme values of 1 and 10 points. Accordingly, the first half of the scale (from 1 to 5.5) is assigned a "-" sign, the second half (from 5.5 to 10) a "+" sign. When interpreting it is necessary to pay attention, first of all, to the "peaks" of the profile, i.e. the lowest and the highest values of factors in the profile, especially to those indicators, which in the "negative" pole are within the limits from 1 to 3 stens, and in the "positive" - from 8 to 10 stens.

The profile is analysed in three blocks:

1. Analysis by primary factors (16 factors from A to Q4).
2. Analysis by secondary factors (4 factors F1, F2, F3, F4).
3. Analysis by a combination of factors:
  - 3.1. intellectual features;
  - 3.2. emotional and volitional features;
  - 3.3. communicative properties and features of interpersonal interaction (extraversion - introversion).

## **Interpretation by primary factors**

### **Factor A: Warmth.**

Result A = 5

Low value is characterized by: secrecy, isolation, alienation, mistrust, unsociability, insularity, criticality, tendency to objectivity, rigidity, excessive rigour in evaluating people, defending their ideas. Difficulties in establishing interpersonal, direct contacts.

A high value is characterized by: sociability, openness, naturalness, ease, willingness to cooperate, adaptability, attention to people, willingness to work together, activity in eliminating conflicts in the group, willingness to comply with others. Ease in establishing direct, interpersonal contacts.

### **Factor B: Reasoning.**

Result B = 7

A low value is characterized by: concreteness and some rigidity of thinking, difficulties in solving abstract problems, reduced efficiency of thinking, insufficient level of general verbal culture, emotional disorganization of thinking.

The high value is characterized by: developed abstract thinking, insight, collectedness, efficiency, quick thinking, quick learning. A sufficiently high level of general culture, especially verbal.

### **Factor C: Emotional Stability.**

Result C = 7

Low value is characterized by: emotional instability, impulsivity, being influenced by feelings, mood volatility, easy vulnerability, instability in interests. Low tolerance to frustration, irritability, fatigue.

The high value is characterized by: emotional stability, endurance, maturity, calmness, stability in interests, efficiency, rigidity, orientation to reality.

### **Factor E: Dominance.**

Result E = 5

A low value is characterized by: gentleness, yielding, tactfulness, meekness, courtesy, dependence, uncomplaining, obliging, deferential, shyness, willingness to take the blame, modesty, expressiveness, tendency to get off balance easily.

The high value is characterized by: autonomy, independence, persistence, stubbornness, assertiveness, wilfulness, sometimes conflict, aggressiveness, refusal to recognize external authority, tendency to authoritarian behaviour, desire for recognition, rebelliousness.

#### **Factor F: Liveliness.**

Result F = 7

Low value is characterized by: prudence, caution, prudence in choosing a communication partner. Tendency to preoccupation, anxiety about the future, pessimism in the perception of reality, restraint in the manifestation of emotions.

The high value is characterized by: liveliness, impulsiveness, enthusiasm, carelessness, recklessness in the choice of communication partners, emotional significance of social contacts, expressiveness, expansiveness, emotional brightness in relations between people, dynamism of communication, which implies emotional leadership in groups.

#### **Factor G: Rule-Consciousness.**

Result G = 9

Low value is characterized by: tendency to be fickle, susceptible to the influence of feelings and circumstances, pandering to one's own desires, lack of effort to fulfil group requirements and norms. Disorganization, irresponsibility, impulsiveness, disagreement with generally accepted moral standards, flexibility with respect to social norms, sometimes unprincipled and inclination to antisocial behaviour.

A high value is characterized by: conscientiousness, responsibility, stability, poise, perseverance, a tendency to moralizing, reasonableness, conscientiousness. Developed sense of duty and responsibility, conscious adherence to generally accepted moral rules and norms, perseverance in achieving the goal, business orientation.

#### **Factor H: Social Boldness.**

Result H = 3

A low value is characterized by: shyness, shyness, emotional restraint, caution, social passivity, sensitivity, attentiveness to others, increased sensitivity to threat, preference for an individual style of activity and communication in a small group (2-3 people).

The high value is characterized by: courage, enterprise, activity, presence of emotional interests, readiness for risk and cooperation with strangers in unfamiliar circumstances, ability to make independent, extraordinary decisions, tendency to adventurism and manifestation of leadership qualities.

#### **Factor I: Sensitivity.**

Result I = 6

A low value is characterized by: unsentimentality, self-confidence, sternness, prudence, flexibility in judgment, practicality, sometimes some rigidity and callousness toward others, rationality, logic.

The high value is characterized by: sensitivity, impressionability, richness of emotional experiences, tendency to romanticism, artistic perception of the world, developed aesthetic interests, artistry, tenderness, tendency to empathy, sympathy, empathy and understanding of other people, refined emotionality.

**Factor L: Vigilance.**

Result L = 7

A low value is characterized by openness, accommodating, tolerant, malleable, free from envy, compliant. There may be a sense of one's own insignificance.

High value is characterized by: cautiousness, self-centredness, wariness towards people, tendency to jealousy, desire to place responsibility for mistakes on others, irritability. Sometimes autonomy, self-reliance and independence in social behaviour.

**Factor M: Abstractedness.**

Result M = 7

A low value is characterized by: high speed of solving practical problems, prosaic, orientation to external reality, developed concrete imagination, practicality, realism.

The high value is characterized by: rich imagination, absorption in one's ideas, inner illusions, ease of abandoning practical judgments, ability to operate with abstract concepts, orientation to one's inner world, dreaminess.

**Factor N: Privatness.**

Result N = 6

A low value is characterized by: frankness, simplicity, naivety, straightforwardness, tactlessness, naturalness, directness, emotionality, indiscipline, inability to analyse the motives of the partner, lack of insight, simplicity of tastes, contentment with what is available.

The high value is characterized by: refinement, ability to behave in society, diplomacy in communication, emotional restraint, shrewdness, caution, cunning, aesthetic sophistication, sometimes unreliability, ability to find a way out of difficult situations, calculation.

**Factor O: Apprehension.**

Result O = 8

A low value is characterized by: carelessness, self-reliance, cheerfulness, self-confidence and self-reliance, serenity, unafraid, equanimity, calmness, lack of remorse and guilt.

A high value is characterized by: restlessness, preoccupation, vulnerability, hypochondriacism, susceptibility to moodiness, fear, insecurity. A tendency toward premonitions, self-blame (self-reproach), and depression. Sensitivity to the approval of others, guilt and dissatisfaction with oneself.

**Factor Q1: Openness to Change.**

Result Q1 = 3

A low value is characterized by: conservatism, steadfastness to tradition, doubts about new ideas and

principles, tendency to moralize and preaching, resistance to change, narrowness of intellectual interests, orientation to concrete real-life activities.

A high value is characterized by: free-thinking, experimentation, intellectual interests, developed analytical thinking, receptivity to change and new ideas, distrust of authority, refusal to take anything on faith, focus on analytical, theoretical activity.

#### **Factor Q2: Self-Reliance.**

Result Q2 = 2

A low value is characterized by: dependence on the opinion and requirements of the group, sociability, following public opinion, striving to work and make decisions together with others, low autonomy, orientation to social approval.

High values are characterized by: independence, orientation to one's own decisions, autonomy, resourcefulness, and the desire to have one's own opinion. At extremely high scores, the tendency to oppose oneself to the group and the desire to dominate it.

#### **Factor Q3: Perfectionism.**

Result Q3 = 9

A low value is characterized by: low discipline, following one's desires, dependence on moods, inability to control one's emotions and behaviour.

A high value is characterized by: directedness, strong will, ability to control one's emotions and behaviour.

#### **Factor Q4: Tension.**

Result Q4 = 4

A low value is characterized by: relaxed, lethargic, apathetic, calm, low motivation, over-satisfied, unexcited.

A high value is characterized by: collectedness, vigor, tension, frustrated, increased motivation, restlessness, high-strung tension, irritability.

#### **Factor F1: Anxiety.**

Result F1 = 5

A low score is characterized by General satisfaction with the current situation and the ability to pursue important goals. Very low scores may indicate a lack of motivation in difficult situations.

A high value is characterized by: a high level of anxiety in its usual sense. Anxiety is not necessarily neurotic, as it may be situationally driven. Very high anxiety usually impairs productivity and leads to somatic disorders.

#### **Factor F2: Extraversion.**

Result F2 = 5

The low value is characterized by: tendency for dryness, self-contentment, freezing of interpersonal contacts. This may be favourable in work requiring precision.

A high value is characterized by: a high level of social contact, lack of lethargy, ability to successfully

establish and maintain interpersonal ties.

### **Factor F3: Emotional Stability.**

Result F3 = 5

Low value is characterized by: high emotionality, frequent frustration and discontent. There are likely to be artistic tendencies and softness. If difficulties arise, they require a lot of thought before action.

A high value is characterized by: enterprise, determination, flexibility, a tendency not to notice the nuances of life, to direct one's behaviour to the too obvious and obvious. If difficulties arise, they cause quick action without sufficient reflection.

### **Factor F4: Independence.**

Result F4 = 2

A low value is characterized by: dependence on the group, passivity, needing the support of others.

High value is characterized by: aggressiveness, independence, courage, sharpness. Manifestation of considerable initiative.

### **MD Benchmark Indicator.**

In addition to the questionnaire's primary personality factors, an indicator reflecting attitudes toward the test (validity indicator) - the desire to appear in a favourable light - MD, is calculated.

Result MD = 7

The MD score was designed to identify when people are trying to create an overly favourable self-image. If the MD scale score is high, there are several hypotheses that need to be tested:

1. It may indicate conscious manipulation of test results (e.g., in the hiring process).
2. A high score on the MD scale can be given to people who are very concerned about how they look in the eyes of others. In interviews, they usually acknowledge this fact, but claim to have answered the questions sincerely.
3. Sometimes people receive high scores on the MD scale, although they do not distort the results. For example, this is typical when entering religious service.

## **Personality Type - Entrepreneurs (ENTJ).**

### **1. General Description.**

1. Entrepreneurs are enterprising individuals who know how to ignite passion for a cause. They tend to be innovative, pick up new theories and developments, and seek to find practical applications for them. Entrepreneurs are often restless, enjoying activities such as hiking, tourism, mountaineering, and running. They boldly experiment, challenging conventional wisdom. They always know where they are headed and effectively communicate their goals to those around them.

2. Entrepreneurs are unafraid of taking risks and often rely on their intuition. They come up with unusual ideas and have a rich imagination, making them excellent inventors. They strive to stay ahead of the curve, knowing that tomorrow may be too late. They have a deep appreciation for nature, giving it a special meaning, and are characterized by their wide-ranging cognitive interests.

3. They are optimists with a good sense of humour, although their jokes are not always appropriate. They

may struggle to build reliable relationships and, due to their lack of scrupulousness, may be drawn into adventures. Entrepreneurs are talkative and often disregard the passing of time.

4. They do not concern themselves much with appearance as long as it doesn't affect their business. Order and comfort are not their priorities. Nature often blesses them with endurance and good health, which they support with folk medicine and other unconventional methods. They dislike idleness and rarely relax, even on vacation.

## **2. Behaviour as Subordinates.**

### **2.1. Strengths.**

Entrepreneurs are dynamic, agile, and acutely aware of time constraints, finding it unacceptable to lag behind in their work. They are diligent workers, happy to take on tasks that are beneficial. Entrepreneurs are curious and interested in innovations that can be applied practically. They are well-versed in business matters, able to assess the profitability or futility of projects, and are willing to propose unconventional methods to increase efficiency. They may take business risks if necessary.

They value clarity and precision in all their activities and dislike acting blindly or without preparation. Planning ahead is crucial for them. They favour fair arrangements and strive for mutually beneficial agreements. They often act as sponsors and patrons of the arts. Even if faced with hardship, they refuse to complain. They are emotional, restless, and optimistic, always radiating friendliness and promoting a healthy lifestyle.

### **2.2. Weaknesses.**

Their busy work schedule can be overwhelming for others, as they tend to change plans arbitrarily, imposing their rhythm on others. They often have numerous tasks and struggle to keep up with everything. Their plans may be ambitious but not always thoroughly thought out. Entrepreneurs may rush head first into dubious activities and take excessive risks. They are talkative and enjoy discussing things they have read or heard.

They may dress carelessly, paying little attention to their appearance. Impatience is part of their nature, which can lead to carelessness in business documentation. In matters of principle, they show firmness and intransigence, occasionally resorting to tactlessness and inappropriate humour. Entrepreneurs also tend to avoid visiting doctors.

#### **2.2.1. Expectations They Cannot Meet.**

- Deliberate and unhurried decision-making.
- Thoroughness in routine matters.
- Constant order in their home and workplace.
- A consistently well-groomed and tidy appearance.
- Tactfulness and psychological sensitivity.

### **2.3. Recommended Occupations.**

Entrepreneurs thrive in innovative fields that require a broad outlook, a non-standard approach, and the ability to apply theoretical developments practically. They make excellent inventors and rationalizers. Given their fast pace and mobility, they are well-suited for dynamic work that involves business trips. They are unafraid of commercial risk, making them ideal pioneers and founders of new projects. Entrepreneurs are

willing to take on various types of work as long as it is interesting, promising, and dynamic without requiring meticulous attention to detail.

### **3. Behaviour as Executives.**

Entrepreneurial leaders are open and approachable. They often have a welcoming smile that invites others to engage with them. They are good communicators, readily interacting with people they find interesting, and they are prone to jokes and ironic remarks. They are cheerful, energetic, and pragmatic individuals.

#### **3.1. Entrepreneurs as Player-Leaders.**

These leaders view their work as a game, deriving satisfaction from the process of achieving results. They enjoy taking calculated risks and investing in innovations, focusing on long-term success rather than immediate returns. Their incentive is the desire to be recognized as winners. They approach difficulties calmly, as a natural part of their journey.

Entrepreneurs are self-motivated, often changing professions or roles throughout their lives to understand different things. They do not value those who seek results without effort. Rather than accumulating material resources, they invest them back into business. They excel at identifying untapped opportunities and anticipating new market demands.

In bureaucratic environments, their activities often encounter obstacles, but they remain keen to analyse relevant facts and entertain new ideas. They are attracted to fields where theory meets practice and are inclined towards experimentation. Player-leaders are capable of changing direction abruptly, making them unpredictable to competitors. They thrive in movement, renewal, and resist stagnation and conservatism. Their pace is best matched by someone who maintains composure under all circumstances.

#### **3.2. Key Characteristics.**

1. Tendency to solve strategic problems.
2. Excel as front-line leaders.
3. Focus on objective criteria in business relationships.
4. Diverse approach to business: a mix of sober calculation, pragmatism, resilience, and intolerance to bureaucracy.
5. Motivate subordinates by stimulating interest: rewarding success and penalizing hindrances.
6. Cooperative behaviour but competitive when needed.
7. Achieve results through entrepreneurial spirit and focus on technology.
8. Adaptable management style, though close to a moral style.
9. Motivated by the satisfaction of work itself; ultimate goal is achieving significant results.
10. Respect the law as long as it does not hinder initiative.
11. Strategy includes freedom of management, focus on production, technology, and human resources.

### **4. Working Conditions.**

The key motivator for entrepreneurs is their desire for uniqueness. Their work should be exciting and provide an opportunity for creativity. Entrepreneurs enjoy learning and are often interested in anything that could become useful. Frequent business trips, seminars, and retraining courses are well-suited to their interests. Routine tasks should be minimized. Care should be taken with their risky proposals to ensure there

are sufficient resources for implementation.

When entrepreneurs are eager to act immediately, this tendency should be acknowledged, as they have a good sense of timeliness. However, their actions should be carefully planned and prepared. Their activity can become erratic, so it is essential to remain calm and provide support by discouraging unnecessary risks.

## **5. Recommendations for Development and Self-Improvement**

Entrepreneurs excel in initiating new ventures and approaches. They start with enthusiasm and make significant efforts to achieve results. They are practical-minded and capable of translating theories into action. They actively engage in introducing new technologies, focus on major goals, and do not delay decisions. Entrepreneurs are optimists who believe in success and are willing to take risks and overcome difficulties.

However, they often struggle with managing their everyday lives and finding time for relaxation. Despite their dedication to a healthy lifestyle, they may not regularly look after their health. It is recommended that they maintain a balanced routine, alternating between work and rest, and pay more attention to household matters. They should also take time to care for their loved ones and make thoughtful gestures.

Entrepreneurs are advised to develop their aesthetic tastes, pay more attention to their appearance, and consider the opinions of others. They should avoid ambiguous jokes and remain tactful in communication, avoiding extravagant behaviour. It is also crucial for them to avoid conflicts over minor issues and maintain emotional control. When feeling irritated, it is better to distance themselves and address the issue calmly later on.

## **Communication skills and organizational skills test results.**

### **1. Communication skills:**

Test results show a very high level of communicative skills, which indicates a pronounced need for active communication. People with this level easily navigate complex situations, behave at ease in a new team, are able to revitalize the atmosphere in an unfamiliar company. They confidently cope with tasks associated with a large number of communications, and can fulfil the role of a liaison in the team.

### **2. Organizational skills:**

Test results show a very high level of organizational abilities, which implies initiative and purposefulness. People with this level prefer to solve complex problems independently, defend their opinion and achieve its recognition. They are fond of organizing events, show perseverance in activities that interest them. They actively seek out tasks that will satisfy their organizational ambitions.

## **Conflict behaviour type test results.**

### **Type of behaviour in a conflict situation: Competing.**

Competing is about imposing one's solution on the other party. People with the "competing" type are assertive and unyielding, influence-oriented. When competing, these people satisfy their own interests at the expense of the other party, using whatever influence is available to achieve their goals. Competing can mean fighting for one's rights, defending a position that seems right, or simply striving to win.

Competing is justified when:

- the clear constructiveness of the proposed solution;

- the benefit of the outcome to the group as a whole, rather than to the individual;
- the importance of the outcome to those using the strategy;
- lack of time for persuasion of opponents.

Competing is expedient in extreme and principled situations, when there is a shortage of time and a high probability of dangerous consequences.

## **Results of the test to identify motivational types.**

### **Motivational type: professional.**

The professional type belongs to the achievement type of motivation. People with this type of motivation value in their work its content, the opportunity to prove themselves and prove (not only to others, but also to themselves) that they can cope with a difficult task, which not everyone can do. They prefer independence in work and are characterized by developed professional dignity. They take on difficult tasks to express themselves, as professional recognition is important to them. Supervisors are most often treated with a degree of irony. Often, employees with a professional type of motivation quickly become the best specialists in the organization.

They are motivated by the opportunity to learn at the company's expense, promotion, and recognition of their achievements.

They are demotivated by ignoring personal achievements and achievements of their subordinates, deteriorating working conditions, lack of opportunity to learn and develop, a lot of routine work, control at every step.

## **Burnout test results.**

### **1. Low level of psycho-emotional exhaustion.**

People with this level of burnout are full of energy and are capable of high emotional, mental and physical loads. They do not have a depressive state, feelings of fatigue and lack of energy or enthusiasm.

### **2. Average level of personal alienation.**

People with this level of burnout show desire to reduce the number of contacts with others. Sometimes they may be irritable and intolerant in communication. It is possible to be critical of others and uncritical in evaluating themselves. Moderate involvement in the work and affairs of others.