Table A: Descriptions of Specific Personal Characteristics

RELATED TRAITS/BEHAVIOR
(other traits or behavior to which characteristic either relates or contributes)

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BASIC MENTAL AND PHYSICAL CAPABILITIES

Academic Intelligence	Basically, the ability that enables one to understand, learn, and think about things of a visual, verbal, or abstract nature. One who is low in this ability tends to understand and think about things in very concrete, specific, factual, or visually-oriented terms. One who is high can also understand, learn, and think in terms of more complex, verbally-oriented constructs such as ideas and concepts, and in terms of abstract constructs such as numbers and symbols. [Tests measure vocabulary and visual, verbal, and abstract (numerical) logic.]	Judgment; social insight; communicative skills; imagination; creativity; analytic, goal-setting, planning, problem-solving, and decision-making abilities; abilities to learn, grow, and cope with change
Social Insight (Social Intelligence)	The ability to understand and judge social behavior and to respond with understanding and tact in interpersonal situations. The level of this this ability is influenced by one's level of intelligence and maturity and by the amount of social interaction that one has experienced.	Social maturity; mature relations; people sense; interpersonal awareness and sensitivity; functional social behavior
Communicative Skills	These include verbal abilities (thought and speech) for expressing information and ideas in oral or written form, and non-verbal abilities involved in communicating feelings, thoughts, and attitudes without using words (e.g., through gestures, tone of voice, and facial expressions).	Persuasiveness; interpersonal relations; interpersonal effectiveness
Health/Energy	The vitality, strength, and energy to be alert and active on the job.	Industriousness; activity; stamina

SPECIALIZED MENTAL ABILITIES

Mechanical Visualization (Spatial Thinking)	The ability that enables one to visualize and to manipulate objects, parts of objects, or other visual arrangements in space. Influences one's mechanical comprehension.	The specialized mental abilities described here may or may not be involved in the technical, functional, or professional aspects of one's job. When they are involved, they influence one's technical, functional, or professional competence, efficiency, and effectiveness.
Mechanical Comprehension (Mechanical Intelligence)	The ability to comprehend and solve mechanical types of problems. Level of ability is influenced by one's capacity for mechanical visualization, knowledge of mechanical principles, and experience working with mechanical objects or applying mechanical principles.	
Clerical (Perceptual) Speed and Accuracy	The ability to work quickly and accurately with details (to shift the focus of attention from one word, number, or graphic symbol to another quickly and accurately). Not to be confused with secretarial skills such as typing and shorthand.	

OTHER SPECIALIZED SKILLS

Skills (other than the specialized mental abilities described above) that relate to the technical, functional, or professional aspects of one's job (e.g., the ability to operate a certain machine or type of equipment, or the ability to perform certain operations on data or information).	Technical, functional, or professional competence, efficiency, and effectiveness; ability to develop these specialized skills in subordinates

KNOWLEDGE FACTORS

Management Concepts, Methods, Practices
Concepts, principles, methods, and procedures involved in integrative (managerial) activities such as analyzing, goal-setting, planning, budgeting, decision-making, organizing, staffing, providing guidance, evaluating results, and problem-solving.
Integrative competence, efficiency, and effectiveness; ability to cope with and influence change; ability to develop subordinates' managerial skills

Team Concepts and Practices
Participative, developmental, task- and people-oriented practices that develop and utilize subordinates' potentials, take account of their needs and feelings, and maximize their performance and on-the-job fulfillment, motivation, and morale
Integrative competence, efficiency, and effectiveness; ability to obtain the best possible task- and people-related results; ability to develop subordinates' potentials

Job-Related Data and Information
Information relating to these and other integrative and technical, functional, or professional aspects of one's job: job objectives and responsibilities; capabilities, and other traits required by the job; organizational objectives, policies, and procedures; the unit's and organization's operating plans and budgets; and other related types of information or data.
Integrative and technical, functional, or professional competence, efficiency, effectiveness; ability to develop personal potentials; Ability to develop subordinates' potentials

Job Experience
Everything learned on the job, especially a knowledge or "feel" for what can, should, or might happen under various circumstances or when various courses of action are taken.
Judgment; ability to assess probabilities; analytic, goal-setting, planning, problem-solving, and decision-making effectiveness; technical, functional, professional competence, efficiency, and effectiveness; ability to cope with and influence change; ability to develop subordinates' potentials

Subordinates' Jobs
Job-related information (as above) pertaining to subordinates' jobs. Includes a knowledge of the characteristics required and the standards of performance that can reasonably be expected.
Integrative competence (efficiency, effectiveness); ability to select, train, develop and evaluate subordinates effectively

Subordinates' Characteristics
Awareness of each (immediate) subordinate's capabilities, motive/attitudinal traits, attitudes, potentials, strengths, and weaknesses.
Interpersonal sensitivity & understanding; effectiveness of goal-setting, planning, training, development, evaluation, conflict resolution, and problem-solving activities

MOTIVE / ATTITUDINAL TRAITS

BASIC NEEDS / DRIVES

Physiological Needs
The needs for food and water, sex, rest, exercise, and shelter from the elements, and the needs to excrete waste and to minimize pain. Self-preservation needs.

Safety Needs
The needs for protection against physical harm or attack, danger, illness, and deprivation.

Social Needs
The needs to affiliate with others, to obtain their approval or acceptance, to belong, and to give and receive friendship and love.
Sociability

Ego Needs (Self-Image)
The needs for self-esteem, self-confidence, an identity, independence, power, influence over others, personal achievement, knowledge, competence, a good reputation, status, prestige, recognition, and others' admiration.
Self-confidence; personal pride; ambition; achievement value: self-centeredness; dominance; sociability; economic & political values; self-awareness vs. ego-defensiveness; ability to develop/improve oneself

Self-Actualization	The needs to fulfill one's potentials, to become what one can become, and to develop oneself to the fullest.	Ambition; achievement; personal development and improvement

VALUED MATTERS[b]

Intellectual (Theoretical) Value	Concerns for truth, knowledge, and study, which underlie tendencies to utilize intellectual capacities, to be analytic, to search for causes, and to structure knowledge.	Rationality/objectivity; judgment; innovativeness; original thinking; depth of thought; inclination to learn; inclination to solve problems
Economic (Business) Value	Concerns for monetary matters, material things, the usefulness or practicality of things, and business or financial success.	Practical-mindedness; cost-consciousness; competitiveness; ambition (success consciousness); concern for task results and operational efficiency
Political Value	Concerns for power, prestige, position, authority, and influence over others. The "need for power."	Dominance (self-assertiveness); leadership value; ambition; competitiveness; respect for authority
Social (Altruistic) Value	Concerns for people's well-being, social justice, and the public good. Love of, and concern for, people. Altruism. Social morality and ethics.	Self-sacrifice; selflessness; benevolence; social maturity; social conscientiousness
Religious (Spiritual) Value	Concerns for spiritual truth, religious experiences, religious beliefs, and religious activities. Also, concern with moral ethics espoused by religious groups.	Interpersonal morality; benevolence; social conscientiousness; responsibility
Aesthetic (Artistic) Value	Concerns for beauty, harmony, grace, symmetry of form, and other aesthetically pleasing qualities in one's experiences (even though one may not be an artist).	

COPING VALUES[c]

Practical-Mindedness	Concern for getting one's money worth (for getting full use or value from something or someone). Related to the economic value.	Cost-consciousness; practicality; concern for task-related results and operational efficiency
Goal-Orientedness	Tendencies to work toward definite objectives, to persevere until a job is completed, and to think ahead to the future consequences of one's actions.	Persistence; responsibility; ambition; future-orientedness; judgment in decision making
Achievement	Concern for accomplishing something significant, which underlies tendencies to set personal standards high, to seek challenges, and to try to do something better than it has ever been done before. The "need to achieve."	Initiative; industriousness; innovativeness
Orderliness	Concerns for having well-organized work habits, doing things in a systematic manner, and keeping things arranged in an orderly manner.	Organization; effectiveness of approach to integrative matters
Decisiveness	Tendencies to make decisions quickly, to stick to them, and to hold strong convictions or opinions.	
Variety	Tendencies to pursue new and different activities, to travel to strange or unusual places, to shun the routine, and to seek adventure, risk, and danger.	Risk-taking

INTERPERSONAL VALUES[d]

Leadership	Concern for having a position of leadership or authority (for being in charge of, or having influence over, others). Related to the political value and the	Dominance (self-assertiveness); competitiveness; ambition;

	"need for power."	forcefulness
Recognition	Concerns for attracting notice and being admired, looked up to, respected, and considered important.	Ego Needs; Self-Assertiveness; Success-Orientedness
Benevolence	Concerns for helping others, sharing things with them, doing things for them, and being generous to them.	Interpersonal sensitivity and attentiveness; social conscientiousness; selflessness; kindness; concern for people; social maturity
Support	The desire or need to be treated with kindness, understanding, and consideration, and to receive encouragement from others.	
Conformity	Concern about doing what is expected, accepted, proper, or socially correct, which underlies a tendency to follow rules, policies, regulations, and group norms closely.	(Can be dysfunctional trait if behavior patterns to which conforming are somehow inappropriate.)
Independence	Tendencies to be self-sufficient, to resist restriction, to do things for oneself, to make one's own decisions, to do what one wants, and to do things one's own way.	

PERSONALITY TRAITS[e]

Vigor	Tendencies to be active, energetic, and full of vitality and to maintain a lively, rapid pace when working, moving, or speaking.	Industriousness
Self-Confidence	Tendencies to be poised, confident, self-assured, well-adjusted. and free of self-consciousness, feelings of inferiority, and excessive self-criticism.	Self-assertiveness; decisiveness; sociability (social extroversion); original thinking; leadership;
Dominance (Ascendancy or Self-Assertiveness)	Tendencies to be self-assured, self-assertive, verbally ascendant, extroverted, and aggressive (to take the initiative in dealing with people, to dominate conversations, to make independent decisions, to assume authority, or group leadership, to influence or persuade others, to organize social activities, and to promote new projects). Related to the Political and Leadership Values.	Forcefulness; aggressiveness; leadership; self-centeredness; ego needs/drives; control of situations; active participation in activities; emotional stability
Sociability	Tendencies to be gregarious, outgoing, and genuinely interested in interpersonal contact (to seek and enjoy people's company, to mix well with people, and to make friends easily).	Friendliness; congeniality; social needs; ego needs; gravitation toward social groups
Social Conscientiousness	Tendencies to demonstrate high ethical and moral standards in interpersonal relationships, to submerge the satisfaction of one's own drives and motives for the sake of others' feelings and well-being, and to be unselfish, concerned for others, considerate, and loyal.	Concern for people; social value; benevolence; selflessness; contributes to social maturity (mature personal relations)
Adaptability	Tendencies to have a healthy self-image, to think honestly and realistically about oneself, others, and the environment, not to be a perfectionist, to get along in situations that are not exactly the way one thinks they should be, to tolerate ambiguity, to adjust easily to changing or uncertain circumstances, not to be self-righteous, to give and take, to be a good compromiser, and not to be arrogant, critical and suspicious of others, or antagonistic toward others.	Flexibility; tolerance; self-awareness; interpersonal awareness; ability to be a "team player"; contributes to social maturity
Social Maturity (Mature Personal Relations)	Tendencies to be concerned about others' feelings and well-being, to suppress self-interests for others' sakes, to be considerate of others, to give and take, to speak well of others, and to be cooperative, agreeable, understanding, helpful, trusting, patient, loyal, and tolerant. A combination of social conscientiousness and adaptability.	Interpersonal awareness and sensitivity; interpersonal effectiveness; ability to be a "team player"
Responsibility	Tendencies to have high ethical and moral standards regarding work (and simi-	Industriousness; initiative;

	lar responsibilities not of a social nature), to be conscientious in one's work, to see a difficult job through to its completion, and to be determined, persistent, persevering, thorough, and reliable.	promptness; concern for task-related results
Original Thinking	Tendencies to be meditative, thoughtful, intellectually curious, reflective, and analytical and to work on difficult problems, to spend time thinking about ideas especially new ideas), and to join thought-provoking discussions. Related to the Intellectual Value.	Open-mindedness; judgment; imagination; innovativeness; effectiveness of thought-oriented integrative activities
Emotional Stability	Tendencies to have an even disposition, not to experience "emotional peaks and valleys," to be able to relax easily, to be free of worries, tensions, anxieties, and fears, to be calm, serene, and well-balanced, and not to be easily distracted or irritated by noise and interruptions when concentrating on something.	Approachability; interpersonal effectiveness; ability to behave (use capabilities) effectively when under pressure
Self-Control (Cautiousness)	Tendencies to be cautious, careful, self-disciplined, self-restrained, and self-restricting, to think before acting, not to make spur-of-the-moment decisions, not to seek excitement or to take chances, not to be happy-go-lucky, not to be impulsive, not to be excessively competitive or aggressive, and not to look out only for oneself.	Social conscientiousness; responsibility; interpersonal effectiveness

a From the Maslow "Hierarchy of Needs": Abraham H. Maslow, Motivation and Personality (New York: Harper & Row, 1964).

b From psychological measurement instrument - G. Allport, P. Vernon, and G. Lindzey, *Study of Values* (Boston: Houghton-Mifflin, 1960).

c From psychological (values) measurement instrument - Leonard V. Gordon, *Survey of Personal Values*
     (Chicago: Science Research Associates, 1967).

d From psychological (values) measurement instrument - Leonard V. Gordon, *Survey of Interpersonal Values*
     (Chicago: Science Research Assoc., 1960).

e From various personality measurement insruments, including:
   Bernreuter / Humm-Wadsworth
   Gough, Harrison G., *California Psychological Inventory* (CPI) (Great Britain: Consulting Psychologists Press, 1956).
   Gordon, Leonard V., *Gordon Personal Inventory* (New York: Harcourt, Brace & World, 1963)
   Guilford / Zimmerman
   Sixteen Personality Factor Questionnaire (SPFQ) (Champaign, Illinois: Institute for Personality and Ability Testing, 1972).
   Thurstone, L.L., *Thurstone Temperament Schedule* (Chicago: Science Research Assoc., 1953).
   Triadal Equated Personality Inventory (TEPI) (Munster, Indiana; United Consultant / Psychometric Affiliates).

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