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4G



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How 4G Works

**FOUR**  
**GROUPS**

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## Executive Summary

### A Summary of 4G

Four Groups work with a new approach to behaviours and relationships called 4G. 4G is a personality tool that offers a valuable and predictive approach to the management of people.

In a commercial environment, 4G enables the optimisation of hiring decisions and the creation of high performing teams. By using 4G with an existing shortlist, it is possible to ensure that hiring decisions are optimised and mistakes are avoided. 4G also makes it possible to simultaneously build high performing teams.

This document provides some background to our work and introduces some of the ideas that 4G is based on.

### Intended Audience

This document is written for Managers, Executives and HR professionals who wish to evaluate 4G. In particular, it addresses such issues as how 4G works, what it is based on and the research that supports the use of 4G.

This document contains the following sections:

- Background Information. Details relevant areas of background taken from Jung and provides a layer of theoretical context in order to present an overview of 4G.
- The Constituent Elements of 4G. An introduction to the core ideas behind 4G and its theoretical foundation.
- The 4G Process. The third section provides an explanation of the process used to assess an individual's Social Profile.
- Research and Statistics. The final section looks at the underlying research and statistical evidence supporting the use of 4G.

## Background Information

### Jungian Typology

Carl Jung's seminal contribution to the field of psychology is both significant and notable. He is perhaps best known for his 1921 volume Psychological Types. These eight Types, as defined by Jung, form the basis and starting point for 4G theory;

- Extraverted Intuition (Ne)
- Introverted Intuition (Ni)
- Extraverted Sensing(Se)
- Introverted Sensing(Si)
- Extraverted Thinking(Te)
- Introverted Thinking(Ti)
- Extraverted Feeling(Fe)
- Introverted Feeling(Fi)

The following table introduces the concepts and ideas behind each of the eight Jungian Types.

**Table 1 - Jungian Types and summary descriptions**

Jungian Types	Summary Descriptions	Jungian Types	Summary Descriptions
Extraverted Intuition	Bohemian Imaginative Original Perceptive Radical	Extraverted Thinking	Analytical Economic Facts and figures Practical Prudent
Introverted Intuition	Balanced Forecasting Prophecies Timing Visions	Introverted Thinking	Precise Questioning Reasoned Schematic Theoretical
Extraverted Sensing	Determined Persevering Resilient Status Strong willed	Extroverted Feeling	Bubbly Enthusiasm Melodramatic Outgoing Passionate
Introverted Sensing	Aesthetic Body beautiful Composition Refined Tactile	Introverted Feeling	Caring Diplomatic Ethical Reserved Sympathetic

## The Structure of the Mind

In the introduction to his book, "The Conscious Mind", David Chalmers (1997) writes "Consciousness is the biggest mystery. It may be the largest outstanding obstacle in our quest for a scientific understanding of the universe". From the point of view of 4G, the structure of the mind can be broken down along two axes, Inputs and Outputs and Conscious and Subconscious. The following section introduces both of these concepts.

### Inputs and Outputs

It is well accepted that as individuals, we are able to receive information via our senses and then output our responses via our voice and body language, for example. These inputs and outputs are vitally important to us when used for communication, understanding and making sense of our environment. While the above breakdown is appropriate in simple terms, a more rigorous understanding is possible through an examination of neuroscience.

It is believed that the part of the brain that is responsible for coordinating inputs, outputs and the processing of information is the Cerebellum. The following explanation is taken from Ariniello writing for The Society of Neuroscience (2004). "Scientists believe the structure [the Cerebellum] coordinates movement of muscles and joints by synthesizing data from the brain stem, the spinal cord, and another brain area called the cerebral cortex along with sensory input from muscles and other areas... This brain structure is the guru of coordinated movement and possibly even some forms of cognitive learning."

### Conscious and Subconscious

The second axis within 4G concerns that of the conscious and subconscious. Whilst the idea of a conscious mind is well referenced, there is far less consensus around the idea of an observable subconscious. Jung himself made reference to an unconscious and stated the following <sup>1</sup>. "It may perhaps seem odd that I should speak of an 'attitude of the unconscious'. As I have already indicated I regard the attitude of the unconscious as compensatory to consciousness. According to this view, the unconscious has as good a claim to an 'attitude' as the latter." (Jung, 1921, p. 337).

#### Consciousness

A contemporary definition of consciousness is taken from Princeton University's Cognitive Science Laboratory, WordNet; "an alert cognitive state in which you are aware of yourself and your situation." (WordNet, 2006)

#### Subconscious

A contemporary definition of subconsciousness is taken from Princeton University's Cognitive Science Laboratory, WordNet; "psychic activity just below the level of awareness." (WordNet, 2006)

Turning our attention to neuroscience, the idea of consciousness and sub-consciousness (non-conscious) is acknowledged and there are a body of work that attempts to shed further light on this. Writing in 2003, Matthew Liberman states "we mean that an alternative approach to traditional models may take as its starting point the notion that there are numerous mechanisms of attitude construction and decision-making - some of which are conscious and deliberative, and some of which are non-conscious and habitual." While investigating social conformity and the impact of the non-conscious, Epley and Gilovich (1999) wrote "Thus our findings are consistent with the proposition that although some instances of conformity may be the product of conscious and agonizing deliberations, others may be less a deliberate product of stimuli outside our awareness. Sometimes we find ourselves 'just going along'."

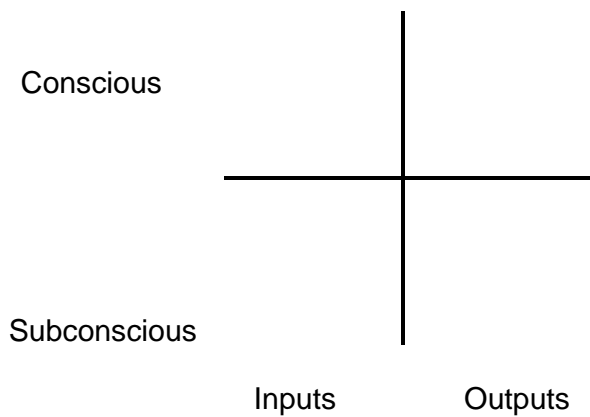
## The Constituent Elements of 4G

### The 4G Model

The systematic structure of 4G is such that the makeup of an individual's psychology can be presented and understood via the following diagram.

<sup>1</sup> Given the lack of consensus and accepted definitions, the difference in Jung's use of the unconscious and the subsequent use of subconscious in this document is considered to be semantic only and not regarded as an inconsistency.

Diagram 1 - The Skeleton Structure of 4G



The diagram details the skeleton structure of 4G. The structure is broken down along two axes, Conscious/Subconscious and Inputs/Outputs. In essence, both axes can be examined in isolation of one another, yet similarly, they combine to form a united whole as can be witnessed via the diagram. When combined, the structure is both intuitive and balanced.

### Conscious & Subconscious

The vertical axis is directly analogous to the ideas and research cited earlier. The structure of the mind contains both a Conscious and Subconscious and this distinction is also acknowledged by 4G.

### Inputs & Outputs

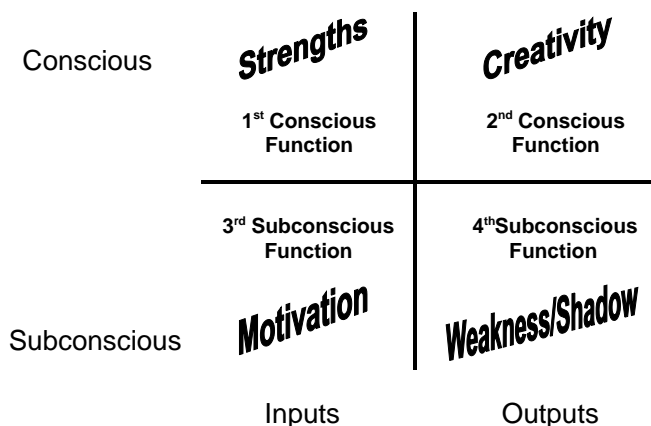
As with the Conscious and Subconscious axis, the Inputs and Outputs have their roots in medicine and neuroscience. Along with our senses, the current understanding of the Cerebellum introduces the idea of the brain as having inputs, outputs and undertaking some form of cognitive process to link the two.

It is also possible to think of the Input aspect of the model as our means of response to different types of data or stimuli. For example, some people respond very well to information of a technical nature and are excellent at understanding and processing this. Others on the other hand are far more attuned to reading the signals and moods of others. If one considers the Input aspects of the model to be a filter of this sort, it is possible to see how we will respond and behave differently, depending on the stimuli or input. In other words, how do we react to what is around us?

# The 4G Model

## Social Profiles

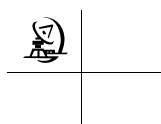
Diagram 2 - The Role of Functions within 4G



Building on the idea presented in Diagram 1, the second step in establishing the overview of 4G can be achieved by adding four Functions to the skeleton.

As can be observed from the above, the presence of the four Functions offers further insight into 4G and how the model is rationalised. At each of the four quarters within the structure, a Jungian Type will reside and therefore determine the nature and behaviour of the individual with respect to that quarter. Examples of these Types include Extroverted Feeling (Fe) and Introverted Intuition (Ni). The following presents a description of each of the Functions and how this information is then used in the articulation of the Social Profiles. Summary information on each of the 16 Social Profiles can be found in appendix item 1.

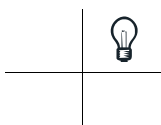
### 1st Conscious Function



The 1st Conscious Function defines our main areas of interest, our appetite for different tasks and activities and areas of enthusiasm. This Function is an area of strength within the structure and people are at their most competent when dealing with information and actions related to this. Of additional note is the fact that this Function can be regarded as the area of greatest strength and confidence. In other words, the Social Profile in question can be regarded as being dominated by the 1st Conscious Function. The implications of this are to say that should anyone attempt to disagree or object to elements that are contained within the 1st Conscious Function, then they are likely to be met with a firm riposte by the individual concerned.

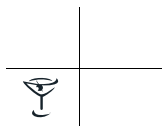
As you can see in diagram 2, the 1st Conscious Function is a Conscious Input and can be thought of as a radar on the world. This defines our main areas of interest and our appetite for different tasks and activities. This Function is an area of strength within 4G and people are at their most competent when dealing with information and actions related to this. The implications of this are to say that should anyone attempt to disagree or object to elements that are contained within the 1st Conscious Function, then they are likely to be met with a firm riposte by the individual concerned. In the same way, people need to be able to receive the most appropriate information or Jungian Type via their 1st Conscious Function in order to operate at their best. For example, 1Fe and 2Fe will be at their best when they can absorb and input Extroverted Feeling (Fe) information. In light of the fact that as human beings we are always seeking interesting and stimulating activities, matching your 1st Conscious Function to its appropriate source of information is therefore key.

### 2nd Conscious Function



The 2nd Conscious Function details an area which manifests itself through experimentation, creativity, manipulation and play, hence the image of a light bulb. This Function can be regarded as defining or determining an area of flair and potential. In other words, it is through the 2nd Conscious Function that people establish their means of expression and creativity. This Function however contrasts with that of the 1st. While the 1st Function can be regarded as 'absolute' (hence the potential for disagreements and strong reposts), the 2nd regards information as being incomplete and in need of additional work. In other words, by relating to the general process of creativity, it is possible to understand the workings of the 2nd Conscious Function. The creative process is ongoing and never ending and in the same vein, the 2nd Function is always seeking something new with which to apply its creative mechanics to.

**3rd Subconscious Function**

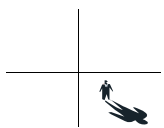


The 3rd Subconscious Function is an area of Subconscious Input and compares to a cocktail drink. It is also important to stress that because this Function is subconscious, then people may or may not immediately recognise it in themselves. The 3rd Subconscious Function contrasts with the 1st in the sense that while information received by the 1st Conscious Function is instantly regarded as final, black and white and 'concrete', information received by the 3rd Subconscious Function is grey and lacks clarity and focus. An analogy to this description might be to think of the 3rd Subconscious Function as a cocktail. Drinking a cocktail is often a pleasurable experience and we become merry and feel the effects of the alcohol but if we drink too much, we get drunk. In the same way, the 3rd Subconscious Function acts as a source of motivation and enthusiasm but if we are overexposed to it, then we become tired and exhausted.

Generally speaking, people are uncomfortable when negative stimulation or pressure is placed on their 3rd Function. As with the food/fork/cocktail stick analogy, people can feel as though they are facing a never ending, uphill battle should the 3rd Function become overbearing. Additionally, people may under perform or behave unexpectedly if negative stimulation of the 3rd Function persists. On the other hand, should people face positive stimulation via the 3rd Function (i.e. the cocktail stick is stuffed with cheese and pineapple) they are likely to increase their creativity, output and productivity, leading to warm and positive feelings.

As with the 1st Conscious Function, ensuring that the right type of information is being input and corresponds to the Jungian Type in question, the 3rd Subconscious Function becomes a source of motivation and attraction. Whilst the direct manipulation of this stimulus will be psychologically very difficult, its positive stimulation will nevertheless have a corresponding effect on the levels of motivation and attraction for the individual in question.

**4th Subconscious Function**

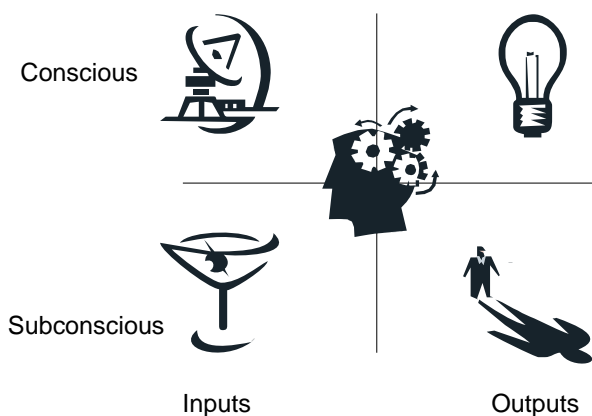


The 4th Subconscious Function marks the achilles heel of the structure and can be seen as the weakest of all four quarters. People have little control over this area and struggle to successfully and consistently manipulate it. By extension, continual negative stimulation of this area results in dramatic and significant consequences for the individual and possibly the perpetrator. Additionally, the 4th Function deals with the individual's deepest desires and alter ego.

Given the inability to directly manipulate the contents of the 4th Function, this is the hardest area in which to work, concentrate and perform at an optimum level. The extension of this principle is to say that people will often go out of their way to avoid negative stimulation of this area. Given the nature of the 4th Function, people may often attempt to display themselves as being strong and confident in this area in an effort to impress others and avoid undue stress.

In the writing of Jung, the notions of a shadow can be witnessed. In light of the 4th Subconscious Function, this shadow can be seen to best represent this and will accordingly take the form of one of the eight Jungian Types. Given the existence of the shadow, people tend to either remain passive towards it, or will attempt to resolve the existence of their shadow and hence their whole psyche via the process of projection or introjection.

**Information Synthesis**



By combining the Inputs and Outputs, Conscious and Subconscious, each of the four Functions and the eight Jungian Types, it is possible to see how 4G paints a comprehensive picture of an individual. This picture outlines how different sorts of information (as defined via the Jungian Types) is processed at each of the four Functions. Accordingly, the definitions as given by Jung begin to shift as they reside in the model at different points. In other words, the definitions as given by Jung represent the 'ideal' definition of a particular Type at its point on the 1st Conscious Function, but should the Type shift to the 2nd, 3rd or 4th, its definition will alter to suit this new position.

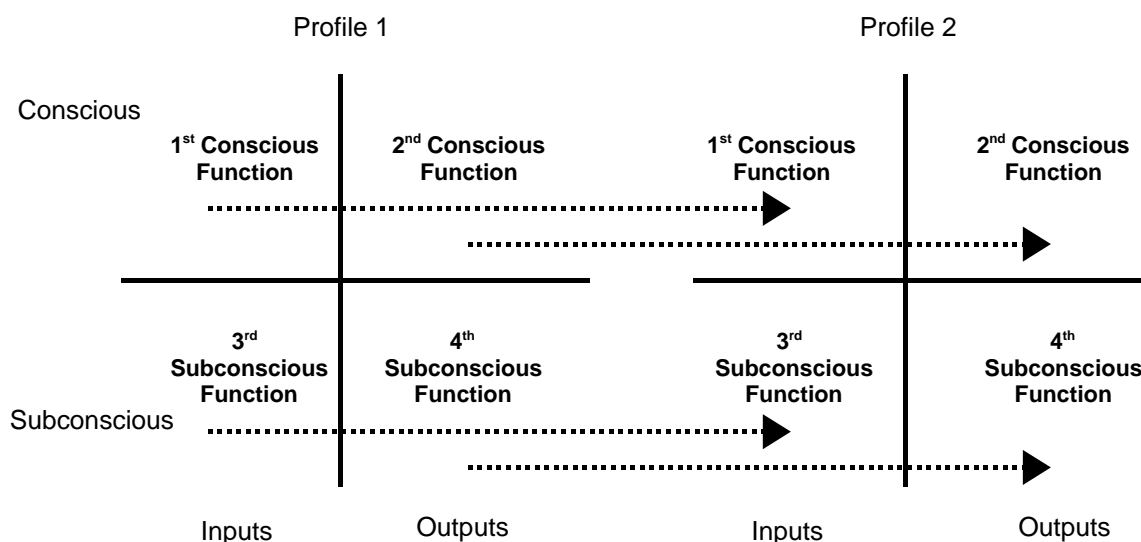
In line with the model and the combination of the Functions, 4G can be said to represent Information Synthesis. Information Synthesis offers us an understanding as to how each individual processes information and how this processing then differs from individual to individual (Augustinavichute 1980, Samsonovich & Nadel 2005, Tononi & Edelman 1998). Information Synthesis lies at the heart of 4G and it is through the application of this that the 16 Social Profiles emerge. Each Social Profile represents a different example of Information Synthesis and accordingly, it is possible to articulate specific observations, characteristics and propensities of individuals who share a Social Profile.

At this point, it should be stated that the annotation used with the Social Profiles represents a direct link back to the specific Jungian Type. For example, the Social Profiles 1Fe and 2Fe mark a reference to Fe being present at the 1st Conscious Function, Extroverted Feeling in this case. Additionally, it is through Information Synthesis that the concept of Social Relationships can be introduced and it is this that we turn our attention to next.

**Social Relationships within 4G**

Building on the ideas within 4G and specifically that of Information Synthesis, the next element of 4G is that of Social Relationships. Given the structure of 4G and Information Synthesis, it is possible to extract and forecast dynamic relationships once two Social Profiles are known. These relationships can then be assessed and documented according to the individuals or Social Profiles in question. This principle is best illustrated via the use of a diagram and corresponding example.

**Diagram 3 - Relationships of Pairs**



The diagram above illustrates how 4G's approach can be used to systematically establish and forecast relationships between people based on the model as presented. In the case of Relationships of Pairs, these occur when both people are deemed to have the same Social Profile. Given the links between the four Functions and the shared psychological structure, it is possible to see how each Function has an exact match to its direct equivalent in the second Profile. As a result of this match, it is a logical extension to see how Relationships of Pairs are formed and how they manifest themselves amongst two people. Summary information on each of the 14 Social Relationships can be found in appendix item 2.

With the above example detailed, it is possible to see how the remaining 13 Social Relationships are constructed. It is via the links between the four Functions within 4G and the corresponding links with the second Profile that determine the nature, outcome and manifestation of each specific Social Relationship.

There are a total of 128 relationships within 4G. This figure is calculated on the basis that of the 14 Social Relationships, two are asymmetrical. In other words, one person has a contrasting view of the relationship from the other. The remaining 12 relationships are all symmetrical and both people have the same view of the relationship as the other. Accordingly, this gives a total number of 16 possible relationships. Given the 16 Social Groups and 16 Social Relationships, the total number of unique combinations is therefore 128 and not 256 due to the elimination of duplicates.

**Social Groups within 4G**

Building on the notion of Social Relationships, the concept of Social Groups can be introduced at this point. Social Groups represent a macro application of 4G, in contrast to the micro view provided by the Social Profiles and Social Relationships. Social Groups offer a view of cultures, group behaviours and values that emerge when looking at large groups of people. As a point of reference, many of the

ideas behind Social Groups can be seen in other approaches and theories. In particular, Snowden's CYNEFIN model (2003) which articulates a four domain theory for sense-making consisting of Chaos, Complex, Knowable, Known (a fifth domain or vacuum also features) offers the greatest level of analogy or representation when considering metaphors and alternative definitions for the Social Groups.

By splitting the 16 Social Profiles into groups of four, dependent on the specific Social Relationships in question, it is possible to create a self-contained psychological unit. These units are predefined and consist of a group of four people in which each individual represents one of the four Social Profiles in a particular Social Group. For example, Social Group 2 is defined by a group of four people, across which the following Social Profiles are present; 2Fe, 2Ni, 2Se and 2Ti. Of the 16 Social Profiles, each group of four and corresponding Social Group is defined via the groups of four profiles that all share the same numeric annotation. Thus;

**Table 2 - Social Groups and Social Profiles**

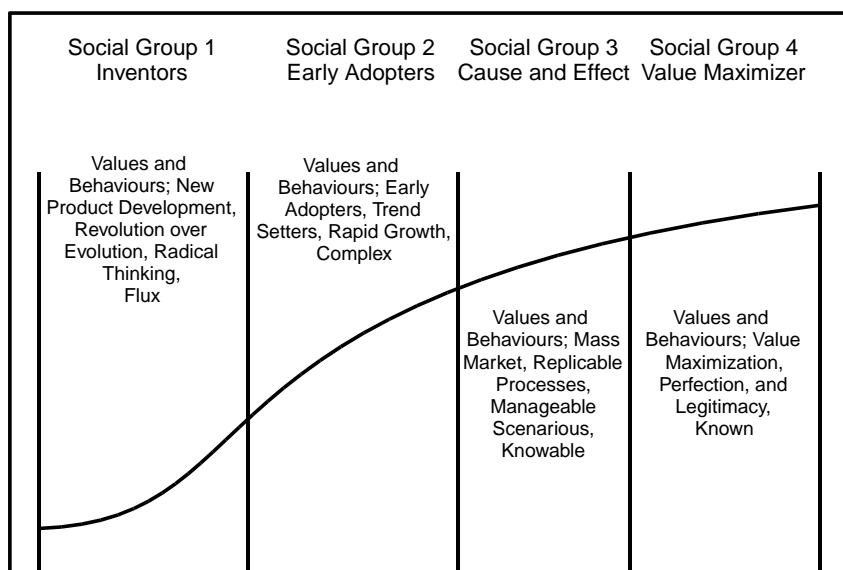
Social Group 1	Social Group 2	Social Group 3	Social Group 4
1Fe	2Fe	3Fi	4Fi
1Ne	2Ni	3Ni	4Ne
1Si	2Se	3Se	4Si
1Ti	2Ti	3Te	4Te

When people are working and interacting directly with others and the appropriate relationships across the group of four are optimal, work is productive, ideas are shared and valued and people feel like they are working in the best possible environment. Social Groups mark a very powerful extension to Social Relationships and shift the emphasis of analysis from the micro to the macro. It should, however, be stated that Social Groups only begin to manifest themselves when a group of people from the same group work closely together. Individual Social Profiles may or may not demonstrate a direct link to the Social Group in question and as a result, Social Groups are used for group analysis, rather than an examination of the individual. Once a Social Group forms a majority, or when small groups of people who work closely together share the same Social Group, their manifestation becomes apparent. If however no Social Group is in the majority, or there are no existing sub groups dominated by a single Social Group, their use is limited.

While there are four Social Groups, it is important to state that each group has a slightly different perspective on the external world and as such, their ideal environment, outlooks and values differ. It is possible to see which Social Group a particular individual belongs to given the numerical annotation attached to the Social Profiles. For example, 1Ti, is a member of Social Group 1, 3Ni is a member of Social Group 3 etc.

The diagram below offers a brief introduction and summary of each Social Group, whilst the definitions that follow offer more detail.

**Diagram 4 - Social Groups**



**Social Group 1**

Social Group 1 can be thought of as having a pioneering spirit, proposing radical and original ideas and placing greater emphasis on revolution over evolution. Social Group 1 can also be considered as inventors or likely to be involved in significant innovation for example.

Freedom to think, invent, debate and propose new ideas and new thinking represents the optimum environment for Social Group 1 and should this be available, then productivity, success and enjoyment are likely outcomes. On the contrary, an environment that is overtly driven by autocratic styles and relies heavily on process and control is likely to be the death knell of Social Group 1. Making reference to Snowden, one might consider Social Group 1 to represent 'Chaos'.

#### **Social Group 2**

Social Group 2 is drawn towards new trends, opportunities and scenarios in which growth and future potential are likely. Social Group 2 can be thought of as an early adopter, or the first to try out new ideas and to spot new trends. Given the idea of an early adopter, Social Group 2 is a promoter and instigator of trends. This is in contrast to Social Group 1 in that in the case of Social Group 2, any trend needs to be seen in the context and value of the wider world, rather than just ideas for ideas sake. Additionally, Social Group 2 enjoys elements of competition and influence. By way of contrast, Social Group 2 is unlikely to thrive in situations that are overly predictable, static or standardised. Continuing the reference to Snowden, Social Group 2 can be thought of as 'Complex'.

#### **Social Group 3**

Social Group 3 is focussed on practical returns, reliable scenarios and situations that offer an element of control and predictability. This group is focussed on the here and now, bottom line results and performance. Continuing the market place analogy, Social Group 3 can be thought of in terms of a mass market and representing these buying and selling behaviours accordingly. Social Group 3 performs at its best when faced with situations that require an analytical approach and an appreciation of the control and management of systems. The idea of working in an environment in which most of the variables or elements can be directly influenced appeals strongly. On the other hand, Social Group 3 is likely to find a situation that is unpredictable, chaotic and in a state of flux to represent a significant challenge. From Snowden's perspective, Social Group 3 represents the 'Knowable' domain.

#### **Social Group 4**

Social Group 4 thrives when looking at ideas and issues around optimisation, maximisation and legitimisation. The ability to perfect and polish is excellent when looking at scenarios that are mature or are very well understood. In terms of a market, Social Group 4 can be thought of as value maximisers. Social Group 4 is at its best when faced with environments and situations that exhibit signs of stability and logical and understandable cause and effect relationships. Given this outlook, it is easy to see how this group is able to extract the maximum return from situations that are already well understood or are at a very well developed stage. Alternatively, Social Group 4 is uncomfortable with an environment that is unproven, unreliable and in which knowledge and causality are difficult to establish. The last reference to Snowden and the final analogy for Group 4 is that of the 'Known' domain.

## The 4G Process

When assessing an individual's Social Profile, Four Groups makes use of a three stage process. This involves a short briefing, either in person or over the phone, the use of a psychometric instrument and a one on one feedback session. The entire process usually lasts about an hour for each person.

### The Psychometric Instrument

After the briefing, the next element involves the completion of a psychometric instrument or questionnaire. This is administered online and consists of a series of adjectives that allows the individual to self describe themselves both in terms of how they do and don't perceive themselves to be. It usually takes between half an hour to forty five minutes to complete this instrument. It is also important to state that there are no time limits and no right or wrong answers when sitting the questionnaire.

The diagram below illustrates some of the adjectives that are presented to people during the questionnaire.

Brave	Calculative	Carefree	Careful	Caring
Cautious	Charming	Clean	Closemouthed	Commanding
Competitive	Conceptual	Concise	Conformist	Conjectural
Conquering	Courteous	Cutting-edge	Dead-on	Decorative
Deep-thinker	Dependable	Detached	Diagnosing	Discoverer
Disorganised	Do-not-disturb	Domineering	Dreamer	Dutiful
Easygoing	Eccentric	Effective	Embarrassed	Emotional
Energetic	Enhancing	Etiquette	Excitement-seeker	Food-loving
Forewarning	Formal	Forward	Free-minded	Future-oriented
Gentle	Gregarious	Groomed	Health-conscious	High-tech
Highly-determined	Hospitable	Gregarious - Naturally seeking and enjoying the company of others; enjoy the excitement of crowds	Hygienic	Hypothetical
Idealist	Immodest		Indulgent	Industrious
Informal	Ingenious		Inquisitive	Intellectual
Intuitive	Inventive		Just-do-it	Kind-hearted
Laid-back	Last-minute		Leisurely	Logically-minded
Loud	Loudly-spoken	Lovey-dovey	Low-pressure	Lyrical
Manipulative	Materialistic	Matter-of-fact	Meek	Merciful
Mild	Moderate	Modest	Mushy	No-nonsense
Non-partier	Nonconformist	Notices-patterns	On-the-fly	Orderly
Organised	Ornamental	Outspoken	Over-imaginative	Painstaking
Particular	Partier	Peacemaker	People-oriented	Planning
Pleasant	Pleasure-loving	Polite	Predicting	Preparing
Present-oriented	Private	Pro-technology	Problem-solving	Prophetic
Protective	Punctilious	Putting-off	Quiet	Radical
Random	Realistic	Reasoning	Rehearsed	Reluctant
Reserved	Resourceful	Respectful	Revolutionary	Rigorous
Restrained	Reverent	Reverent	Scheduled	Scientific

### One on One Feedback

The final element in the process is that of a confidential, one on one feedback session. This enables a number of items to be covered when talking to the individual. Firstly, the individual is introduced to the concept of 4G and is offered an explanation of its purpose. Once this has been carried out, the individual is then given the results from the psychometric and a two way discussion begins with regards to the Social Profile in question. It is at this point that there is a chance to ask questions, seek clarification and ensure that the individual displays a sense of ownership and value, both in terms of the process they have undertaken but also with regards to the Social Profile that is presented.

As regards development and looking at the Social Relationships, further time may be spent on more feedback, either for individuals or for the whole group.

At the end of the process, individuals receive their own reports, while a group report is made available for the decision maker and/or the group, depending on what is required.

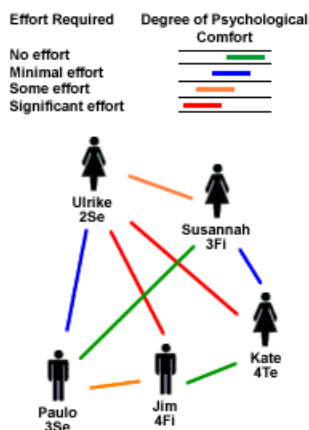
## Research and Statistics

This summary introduces the research and statistical base supporting 4G. Starting from a Jungian base, the model has been developed by Charles Foster. The model represents key differences with other Jungian based approaches such as Myers Briggs (Briggs Myers 1998) and shows empirical links to the Five Factor Model (FFM) and Big 5 approaches advocated by Costa and McCrae (1992) and Goldberg (1990) respectively.

This summary is intended to present an overview of 4G in both a theoretical and empirical sense. The construction of the model and accompanying instrument has been carried out by Charles Foster, whilst the empirical research and authoring of this document has been undertaken by Bruce Lewin. Given this split of tasks and the starting point, the authors have been conscious of a need to balance the theoretical model with the statistical rigours of classical test theory and accompanying empirical evidence. The data presented comprises a total of 1,009 people, split between samples of 332, 301, 159, 101 and 116.

Along with offering a measure of personality on an individual basis, the key innovation within 4G is the ability to extend an understanding of the individual on two levels. The first level is the ability to predict and articulate relationships between two people. Entitled Social Relationships, these act as a discriminatory taxonomy which describe how people interact with one another and this then serves as a basis for decision making within a variety of situations. Inherent within Social Relationships is the notion that, depending on the context within which they are manifested, some relationships are more preferable, or require more effort than others. The second level is the ability to understand cultures and group behaviours amongst larger numbers of people. Social Groups are the name given to this and they facilitate the prediction and articulation of group behaviours. In the words of Snowden (2003), 4G is held to offer predictions and descriptions "of human behaviour able to encompass multiple dynamic individual and collective identities acting simultaneously and representing all aspects of perception, decision making and action."

The following diagram represents 4G in its simplest form, looking at people and the quality of their relationships. As you can see, you have some relationships that attract no effort and some that require significant effort. By both describing and predicting relationships between people, it is possible to introduce a methodical and systematic framework by which to introduce a number of key interventions. 4G introduces a new perspective, namely one of relationships and the prediction of group dynamics.



### The Instrument

4G is constructed of eight scales. The eight scales measure Intuition (4G N), Sensing (4G S), Thinking (4G T), Feeling (4G F), Extroversion (4G E), Introversion (4G I), Irrational (4G Irr) and Rational (4G Rat). Given a total of 400 items, there is a split between two modes, a Yes and a No mode. Each mode consists of the same list of 200 adjectives and accompanying descriptions, making a total of 400. However, given that the same list is repeated over both modes, from a test taker's perspective, only 200 items are ever presented. Candidates are given a free choice with which to make their responses on each mode. The Yes mode is answered in a positive sense, 'yes, this is me', whilst the No mode is answered from the position of 'no, this is not me'.

The administration of 4G is carried out entirely online. Candidates are emailed login information and accompanying test instructions. Completion of the instrument usually takes between 30 and 40 minutes and there is no specified time limit.

### Reliability Data

Reliability ensures that an instrument can be relied upon and that the results it returns are consistent and as free from error as possible. In the same way that a good watch is a consistent and accurate provider of the time, or that a thermometer reads temperatures correctly, so too must a psychometric instrument provide an acceptable level of accuracy in the data it measures.

The supporting data on reliability looks at three measures, Cronbach's Alpha, Standard Error of Measurement and Test-Retest. Each one is designed to examine a different aspect of 4G's reliability. The figures for Cronbach's Alpha provide a measure of the internal consistency of the scales or units of measurement within 4G, an acceptable level is considered to be at least 0.7. Of the eight scales, the lowest measured was 4G S with 0.82, while the highest was 0.90. The average or mean was 0.87 and the sample size was 332 people. A second sample of 301 people found a mean of 0.86, the lowest scale being 4G S at 0.82 and the highest 4G F at 0.89, reflecting very similar results to the first sample.

The Standard Error of Measurement (SEM) is a way of establishing the levels of random error within an instrument. In other words, if 4G was applied on a continuous basis, what sort of random fluctuations in the scores would be observed? Expressed as sten scores, the lowest SEM figure was 0.01, the highest was 1.25 and the mean was 0.64. Additionally, we can be 95% confident that the SEM on all eight scales was within 2 standard deviations. The sample size was 332. This pattern of relationships was repeated over a second sample of 301. The lowest figure was 0.02, the highest 1.14 and the mean was 0.70. Again, we can be 95% confident that the SEM on all eight scales was within 2 standard deviations.

Test-Retest is the third aspect of 4G's reliability. This measure ensures that the scales in the instrument are consistent and stable over time. By correlating the scores from period 1 with period 2, this information can be obtained and figures greater than 0.70 are considered acceptable. A sample of 159 people took 4G on two occasions with a gap of 1 month in between. The correlations between each of the eight scales ranged from 0.72 to 0.82 with an average of 0.77. Accordingly, this third aspect of reliability is felt to be acceptable and consistent.

### Validity Data

Whilst reliability seeks to demonstrate that an instrument is consistent in what it measures, validity is concerned with the question "is this instrument measuring what you think it is measuring?" It is a way of judging the use of the instrument and its practical applications.

#### Construct Validity

The first example of the validity of 4G comes from construct validity. In other words, are the eight scales in the instrument consistent? 4G consists of eight scales and according to the theory, the respective pairs of Intuition/Sensing, Thinking/Feeling, Extrovert/Introvert and Rational/Irrational all display negative correlations with one another. Correlations of -0.21 for 4G N & 4G S, -0.36 for 4G T & 4G F, -0.73 for 4G E & 4G I and -0.72 for 4G Irr & 4G Rat are all significant at the 0.01 level. Therefore, we can be 99% confident that these figures reflect a genuine statistical relationship and are not subject to chance. A second sample of 301 found similar relationships, all significant at 0.01. 4G N & 4G S, -0.27, 4G T & 4G F, -0.25, 4G E & 4G I, -0.77 and 4G Irr & 4G Rat, -0.72.

#### Factor Analysis

The second example of the validity of 4G is demonstrated through the use of factor analysis. Factor analysis is a way of simplifying a large amount of data and extracting underlying themes or variables. In order for 4G to be considered valid, each of the eight scales must reflect a factor that is consistent with the theory and demonstrate a well reasoned argument for their results. The results of the factor analysis carried out on the eight scales revealed a 6 factor solution. All of the eight scales were represented, with the smallest factor loading or correlation being 0.90 (4G E) while the largest was 0.99 (4G T), the sample size was 332. A second factor analysis found a similar set of relationships in a 6 factor solution. Factors 1 - 4 represented 4G N, 4G S, 4G T and 4G F had loadings of 0.99, 0.99, 0.99 and 0.99 respectively. Factors 5 consisted of 4G E & 4G I whilst factor 6 comprised 4G Irr & 4G Rat. Loadings were 0.93 and -0.94 for factor 5 and 0.92 and -0.93 for factor 6. This data is felt to both demonstrate the empirical validity of the eight scales within 4G but to also offer support for the theory of 4G.

#### Convergent Validity

The third aspect of validity is convergent validity and this attempts to assess how good 4G is at predicting the scores of other instruments. When both instruments are filled out at the same time, the term convergent validity is used. The first instrument used was the 120 item NEO IPIP (IPIP 2001, Johnson 2001). This is a copyright free equivalent version of the NEO PI-R (Costa and McCrae 1992) on which it is based. The results indicated that 4G offers significant correlations with four of the NEO scales. Figures of 0.37 (4G N & NEO O), -0.51 and 0.58 (4G Irr, 4G Rat & NEO C), 0.60 and -0.50 (4G E, 4G I & NEO E) and 0.41 (4G F & NEO A) are all significant at the 0.01 level. The

fifth factor, NEO N has a relationship of  $-0.27$  with 4G T, again significant at 0.01. These results indicate that on this basis, 4G offers a series of significant relationships to the Five Factor Model (FFM) on which NEO is based. The sample size was 133.

The second instrument used to demonstrate the convergent validity of 4G was 16PF (Cattell 2003). Raymond Cattell, a British psychologist, is the author of one of the world's most popular psychometric tests, 16PF. 16PF is designed to measure 16 core traits of personality. Cattell began with 18,000 words used to describe personality and was able to reduce this list to represent just 16 traits of personality. Again the IPIP version of 16PF was used and the sample size was 119 people. All the scales within 4G were found to have significant relationships with 13 of the 16 16PF factors. 29 significant relationships matching the a priori hypotheses were found with 16PF from a total number of 128 correlations.

A third instrument, the HPI or Hogan's Personality Inventory (Hogan 1995) was also used to establish convergent validity and a sample of 101 undergraduates took part. The HPI contains 7 primary scales concerned with personality and 6 occupational scales such as Stress Tolerance and Sales Potential. As with NEO and 16PF, the IPIP version of the instrument was used. 9 of the 13 scales in total show strong relationships with 4G and are all significant at 0.01. Additionally, 2 other scales were significant at 0.05, Adjustment and Inquisitive. Interestingly, eight of the scales correlated at 0.01 with both 4G E & 4G I. While there were other correlations, specifically with 4G Irr & 4G Rat, this heavy emphasis on 4G E & 4G I was notable. Examples of these strong relationships included Ambition, 0.72 and  $-0.64$ , Sociability, 0.70 and  $-0.71$  and Sales Potential, 0.79 and  $-0.80$ , all with 4G E & 4G I and significant at 0.01. Overall, the relationships between 4G and the HPI further demonstrate 4G's validity.

### Criterion Validity

Criterion validity is a way of testing the data and outputs from 4G with real world criteria. The intention is to show how strong 4G is at measuring and predicting aspects of an external scenario. It is common for psychometric instruments to offer correlations between their own scale scores and an aspect of performance, leadership qualities or other externally measured criteria. This approach is not followed by 4G for two reasons. The first is that no scale scores are available from 4G, instead users are presented with the results in the form of Social Profiles. Secondly, given 4G's ability to predict and measure Social Relationships, it is felt that demonstrating their validity would be of far greater utility and go a long way to offering some empirical evidence for these ideas.

With the above in mind, two hypotheses were set up and subsequently tested. The key ideas behind the hypothesis were to propose theoretical data points for the Social Relationships which could then be tested against individual's own experiences and responses. This of course differs from comparing scale scores with external criteria but also reflects the derivative nature of Social Relationships and specifically that there are no psychometrically derived data points associated with them.

Hypothesis 1 sought to establish a significant relationship between the proposed theoretical mean of each Social Relationship with the corresponding empirically derived mean of the Social Relationship. The correlation coefficient between these two variables is 0.91, significant at 0.01, illustrating a significant relationship and acceptance for hypothesis 1.

Hypothesis 2 sought to establish a significant relationship between the theoretical means of the Social Relationships with the level of effort expended by each individual on their own Social Relationships. This hypothesis allows all of the data in the sample to be compared on an overall basis, rather than using aggregate means for example. Accordingly, a relationship of 0.32 was found, significant at the 0.01 level, indicating the acceptance of this hypothesis.

Given the different approach taken to establishing the criterion validity of 4G, it is encouraging to see empirical support for the two hypotheses, along with the accompanying statistical results. Accordingly, such data lays a firm base from which to establish 4G's real world validity.

### Fairness

One other important psychometric property is that of fairness (freedom from systematic bias). In other words, is 4G bias against one particular subgroup or another? This is of greatest importance when considering the legal implications of psychometrics and the use of instruments in the workplace. It is generally accepted that in the context of selection, a 4/5ths bias or the 80/20 rule can be applied, whereby if the proportion of the minority group reaching a cut-off point is less than 80% of the proportion of the majority group, then the assessment instrument can be said to give rise to an adverse impact. This is reported in the UK by Baron and Miles (2002) and in the US via the Uniform Guidelines on Employee Selection Procedures (1978). For the purpose of this document, subgroups are defined via their age, sex and ethnic majority or minority membership.

On the basis of the definition above, 4G offers no significant bias against any subgroup. Furthermore, the small levels of bias that reside within the instrument around sex and race are replicated in other studies and are felt to be consistent with those findings. In the UK,

Anderson and Ones (2002) write "using data from 504 participants, we found, encouragingly, that there were no large gender differences across the three inventories examined. The standard deviations of the male and female groups studied were also quite similar. Ethnic group differences were slightly larger, but still not large enough to cause concerns over adverse impact." The 4G data on sex shows a small level of bias around the 4G T (6.4% to men) & 4G F (3.9% to women) scales, consistent with the findings of Feingold (1994) who states "we can expect to find the largest differences...; favouring women to occur in the Agreeableness domain". Regarding race, there is a small difference of 1.83% favouring the ethnic majority on 4G N and a figure of -3.03% on 4G S, but this is felt to be well within the 80/20 rule as above.

Accordingly, 4G can be judged to be psychometrically fair when considering the possibility of bias against age, sex and race. Furthermore, the small differences found within the instrument are both well within the standard error of measurement and standard deviations of the scales and are reflected via similar differences found by other researchers.

### Outcome

With the empirical data outlined in this summary and the accompanying new ideas of Social Relationships and Social Groups, it is our view that 4G offers something new to the world of psychometrics. The best example of this can be seen via the scoring and interpretation of 4G. By looking at individuals in a wider context via the Social Relationships, decisions are made via a systematic framework of relationships and interactions, rather than through a linear and norm based 'cut-off' approach. Whilst admittedly this adds to the complexity of 4G, one would be hard pressed to argue that the impact of relationships and group behaviour can be negated, particularly when considering social and commercial environments (Kristof-Brown 2005). In fact, one might even argue that the lack of a group and culturally based framework for predictable decision making (over and above that of the norm group) is the current blind spot of existing approaches to measuring personality (Barrick & Mount 2005).

As with elements of the construct and convergent validity, the accompanying criterion validity goes a long way to providing testable and empirical support for the theory behind 4G. The notion that relationships can be predicted and that specific 'types' of relationships both exist and that one can be deliberately chosen over the other is both conceptually innovative and is well evidenced in the data and test manual. Whilst other approaches to understanding relationship effort (Charker 2003), relationship context (Fiske 2004) and interpersonal perception (Kenny 1999) exist, these have not outlined the definition, prediction and empirical testing of relationship 'types' or 'patterns' in a manner similar to 4G.

Perhaps a final thought with regards to the criterion validity of 4G is in trying to place it amongst the current trends and themes of research into personality and behaviour. Building from Barrick, Mount and Judge's 2001 paper, further alignment between psychometrics, assessment and various forms of fit are beginning to emerge. Of particular note is work by Kristof-Brown (2005) and Barrick and Mount (2005), both of whom put forward some interesting and thought provoking themes for further inquiry. The areas of relevance and potential synergy in these current areas evolve around the understanding of relationships with managers and co-workers as having a mediating effect on fit (Kristof-Brown et. al. 2005). Barrick and Mount (2005) then cite the need to recognise the interactionist perspective and broader context of behaviour, this is particularly the case when considering 'weak' situations. In other words, situations that are loosely structured, these may be subject to a matrix based hierarchy and include aspects of self-directed working for example, all current features of many contemporary (and complex) organisations. Again building on Barrick and Mount (2005) is the idea that motivation plays a large part in levels of fit and performance. As a result, we might speculate that there may be links between levels of effort expended on particular Social Relationships and corresponding correlations with motivation, although this is something to return to at a later date.

"For describing personality, traits (and factors) may be very useful, but when explaining a person's behaviour and motivations, one should probably ask for a much deeper theory." (Barkhuus 1999). In the same vein, Kruglanski (2001) compounds this notion by saying that "Social psychology's status... has excelled as an experimental science, (but) the field has generally eschewed broad theorizing and tended to limit its conceptualizations to relatively narrow, "mid-range" notions closely linked to the operational level of analysis." The accompanying test manual seeks to demonstrate 4G's ability to shed further light on these ideas and where possible, provide the evidence for a deeper understanding of behaviour and the role of psychometrics.

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## Appendix

### Social Profiles

Summaries of each of the 16 Social Profiles follow.

#### 1Fe

- Motivated by enthusiasm
- Excellent at opening doors and networking
- Seek assurances that they have been properly understood
- Like to emphasise their business acumen
- Place value on those who help and assist them

#### 1Ne

- Idea generators and often propose radical and innovative propositions
- Possess excellent logical and analytical skills
- Are able to identify new opportunities
- See the hidden potential in people and new ideas
- Are always on the cutting edge of developments

#### 1Si

- Enjoy sharing and disseminating new and relevant information
- Rarely over commit or make promises they can't deliver
- Excellent at diplomacy and maintaining a neutral position
- Take a balanced and informal approach to confrontation
- Often maintain good relationships over long periods

#### 1Ti

- Work at their best when given freedom and few constraints
- Often work to a consistently high standard
- Hold interests for extended periods, refining and developing them
- Encourage idea sharing and the application of people's talents
- Make their judgements known after all the information has been analysed

#### 2Fe

- Excellent at forewarning others of oncoming problems
- Articulate and imaginative speakers
- Persuasive, charismatic and able to convince others of their point of view
- Can work for extended periods of time on complex issues
- Respect authority and can work well within hierarchies

#### 2Ni

- Have an instinct for business and are extremely flexible
- Skilled at evaluating potential deputies
- Can often raise morale and paint a positive picture of the future
- Can negotiate, bargain and hide their true intent
- Encourage an informal and tension free atmosphere

### 2Se

- Ask questions in order to confirm their own understanding
- Rarely ruffled and can display high levels of self control
- Determined, goal focused and are able to delegate successfully
- Persevering, determined and dogged
- Thrive on challenges and overcoming obstacles

### 2Ti

- Factually orientated and pay close attention to detail
- Rely on proven methods, techniques and approaches in decision making
- Enjoy sharing knowledge and experiences
- A strong sense of duty and often expect this of others
- Renowned for strong organisational and administrative abilities

### 3Fi

- Are able to find problems and difficulties in proposals
- Are rational and display an emotional detachment from their work
- Quick witted and are lively debaters
- Often go out of their way to ensure the wellbeing of others
- Like to plan and prepare, rather than being 'in limbo'

### 3Ni

- Are drawn towards propositions that offer large, significant returns
- Are able to draw the attention of others towards perceived problems
- Are experts at spotting oncoming danger and taking avoiding action
- Economical and prudent with financial matters
- Diligent and pay great attention to the quality of their work

### 3Se

- Encourage other people to show positive emotions
- Excellent motivators and passionate people
- Ensure that the end goal is realistic and attainable prior to starting work
- Seek rapid returns and often search out challenges
- Often work on interesting and stimulating projects

### 3Te

- Open and receptive to new ideas, proposals and propositions
- Spend time researching and exploring the practicality of new ideas
- Enjoy being in power and equally enjoy offering advice and recommendations
- Are able to work quickly and can often multi-task successfully
- Often regarded as having a love for life and being optimistic

### 4Fi

- Are excellent at helping and assisting other people
- Maintain a high standard and have a close attention to detail
- Appreciate planning and a measured approach to work
- Are often regarded as consistent and reliable people
- Arbitration and mediation are a particular strength

**4Ne**

- Excellent people skills and can handle awkward situations with aplomb
- Display an optimism for their work and can transfer this easily to others
- Often defend and promote any groups that they are a member of
- Are quick and nimble in their responses to external activity
- Thrive on adventure, spontaneity and originality

**4Si**

- Focused around practical and economic returns from their work
- Are able to extract the maximum value from their work
- Work at their best when given a free hand and independence
- Place significant value on interpersonal relationships
- Persistent, see things through to the end and are very practical

**4Te**

- Demand specific, factual answers to questions and ensure accuracy
- Work quickly and efficiently, especially when in difficult situations
- Approach goals and targets in a direct and straight forward fashion
- Detest falsehoods, lies and people who can't maintain honesty
- Are able to work for long periods of time with very little rest

### **Social Relationships**

Summaries of each of the 14 Social Relationships follow.

#### **Relationships of Action**

- A key relationship within 4G, likely to increase trust and motivation with minimal effort
- Idea generation and the quality of work increases
- Both partners stimulate one another into action and creativity
- Activity, motivation and output increase as a result of interaction
- The relationship can often become intensive, engaging and very strong
- Work with one another to encourage bursts of activity and increased energy
- Partners may need to take regular breaks in order to 're-charge' their creativity
- Partners may receive unwanted assistance and over-emphasise minor details

#### **Relationships of Assistance**

- The relationship is asymmetrical, one partner is Senior, the other Junior
- The Junior often warms to the Senior partner, offering advice and assistance
- The Senior partner can fail to acknowledge or ignore any input from the Junior
- This can then leave the Junior feeling frustrated, annoyed or ignored
- The relationship is extremely complex and manifests itself in different ways
- The Senior partner needs to acknowledge the input and advice of the Junior partner
- The Junior partner must realise that their input is often a blind spot for the Senior
- Fostering a sense that the Junior provides a different but unique perspective benefits both

#### **Relationships of Association**

- Partners often feel a sense of broad similarity and a complementary view of life
- Feelings of respect and group work often brings out the best in both people
- Compromise and advice come easily and the advice given is often useful to both
- The relationship often presents a good opportunity for learning and mentoring
- Partners may fail to fully acknowledge the other, leading to a 'heavy' feeling
- Don't take each other for granted, or believe that you can 'replicate' the other
- It is the detail and difference of approaches that fosters understanding and success
- Both are likely to make a strong partnership if given time to work and understand each other

#### **Relationships of Balance**

- A key relationship within 4G, likely to increase trust and motivation with minimal effort
- Idea generation and the quality of work increases
- Both partners stimulate one another into action and creativity
- Activity, motivation and output increase as a result of interaction
- The relationship can often become intensive, engaging and very strong
- Work with one another to encourage bursts of activity and increased energy
- Partners may need to take regular breaks in order to 're-charge' their creativity
- Partners may receive unwanted assistance and over-emphasise minor details

### Relationships of Comfort

- Comfort is often warm, both parties are at ease with one another
- There is an initial attraction and respect towards each other
- Partners can struggle to spark off one another and are guilty of over analysis
- Understanding each other's intentions and goals can become difficult
- Fallouts are rare but the lack of action and mutual goal setting can be difficult
- Don't be lulled into a false sense of security or think that empathy equates to productivity
- Explicit goal setting and exclusive responsibilities often help clarify tasks and roles
- Using the relationship as a means of understanding and empathy allows both to benefit

### Relationships of Contrast

- Partners are at their best when working closely together on a project or task
- When working together in a stable environment, both are drawn to one another
- They regard each other as interesting, capable and display a high level of respect
- Group work is harder, less productive and it is likely that contrasts will emerge
- Problems can appear in group situations, or where one 'suppresses' the other
- The relationship is at its best when both partners work together in isolation of others
- Don't worry about the differences that emerge between working as a partner and in a group
- Shared work and any reason to work together rather than as a group provides the antidote

### Relationships of Discovery

- These relationships are usually counter-intuitive for both partners
- The exact manifestation depends upon the initial levels of respect and attraction
- Partners often make a good start and both people expect good things to come
- Problems may emerge over small points of detail and trivial items
- Offering each other their own space often helps if any complications arise
- The relationship is counter-intuitive; doing what feels 'wrong' is often the solution
- Aspiring for a sense of genuine understanding and reasoning is very difficult
- Focus on the pragmatic, efficiencies of the job at hand and the end result, rather than details

### Relationships of Focus

- Both partners often hold a high level of respect and interest for one another
- There is a shared interest in each other's thinking, behaviour and interaction
- Both partners are able to bring their strengths to bear on the task in hand
- Partners may get wrapped up in their contributions, leading to a loss of focus
- Both partners must keep 'on track' and 'in focus' in order to realise their goals
- Ensure that both people understand the intentions and agenda of the other
- Work on the big picture and make sure that there is agreement on this
- Introduce a sense of compromise and understanding of the other person

### Relationships of Interpretation

- The relationship is characterised by significant differences in thinking
- Illustrates the frustrations displayed when people aren't understood by others
- Things often get off to a good start but over time, difficulties may emerge
- Often, a more direct and explicit approach provides benefits to both
- Initial levels of attraction and respect have a major bearing on the relationship
- Attempts to alter or manipulate the perspective held by the other is unlikely to succeed
- Working in an open, transparent and direct manner aids understanding and communication
- An acknowledgement of difference often aids further improvements

### Relationships of Order

- Order is asymmetrical, one partner is Primary, the other Secondary
- The relationship is often complex and can shift to extremes very easily
- The Primary is in a psychologically 'higher' position than the Secondary
- On the plus side, mentoring and teaching can develop, benefiting both people
- Alternatively, one can feel that the other fails to acknowledge or communicate
- Attempts by either party to enter into a power struggle are unlikely to succeed
- The Primary praises the Secondary, the Secondary acknowledges the Primary
- Partners need to understand their positions and seek guidance and advice from the other

### Relationships of Pairs

- A key relationship within 4G, likely to increase trust and motivation with minimal effort
- Both people see the world through similar eyes and with similar perceptions
- The relationship is often mutually reinforcing and strengthens as a result
- Partners can relate to one another, learn and benefit from the shared outlook
- Boredom can set in, in which case new tasks or information often resolve this
- Seek to learn, understand and brainstorm with the other person
- Avoid long periods of stagnation or scenarios in which there is little external stimulation
- Turning to one another for advice, input and feedback is efficient and productive

### Relationships of Reflection

- A key relationship within 4G, likely to increase trust and motivation with minimal effort
- Reflection allows partners to mutually correct each other via a similar outlook
- Partners help each other to see things in a new light and benefit accordingly
- Both partners are able to build on their confidence and creativity
- Short term goals are often easily agreed but longer term targets are harder
- Differences can lead to heated debate and problems when tackling change
- Understand that insight, critical thinking and mutual appreciation are key factors
- Learning and an appreciation of differences can equally serve both parties over time

### Relationships of Semi-Balance

- Partners are drawn to one another and both anticipate a positive relationship
- Both easily understand one another and compromise is easy and productive
- Attempts to form a closer relationship can be difficult and surprising
- This can take partners back to square one, but again with good expectations
- Semi-Balance is like the moth and the flame, or love and hate, being very cyclical
- Foster a sense of compromise and avoid taking each other for granted
- Understand that the cycle of attraction and counter-attraction is natural
- Don't force the relationship and gain comfort from its stability and conservative nature

### Relationships of Similarity

- Both partners can easily work together and co-operation is easily fostered
- Each person offers constructive inputs into the others respective problems
- Conflicts and disagreements are rare and die down as quickly as they started
- Similarity can appear to be overly formal or distant to the partners and others
- Both feel that they would benefit from a deeper understanding of one another
- Let the relationship develop and initial differences can often become strengths
- Different views, perspectives and understanding is often easily transmitted
- Attempts to push the relationship and each other can increase performance

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