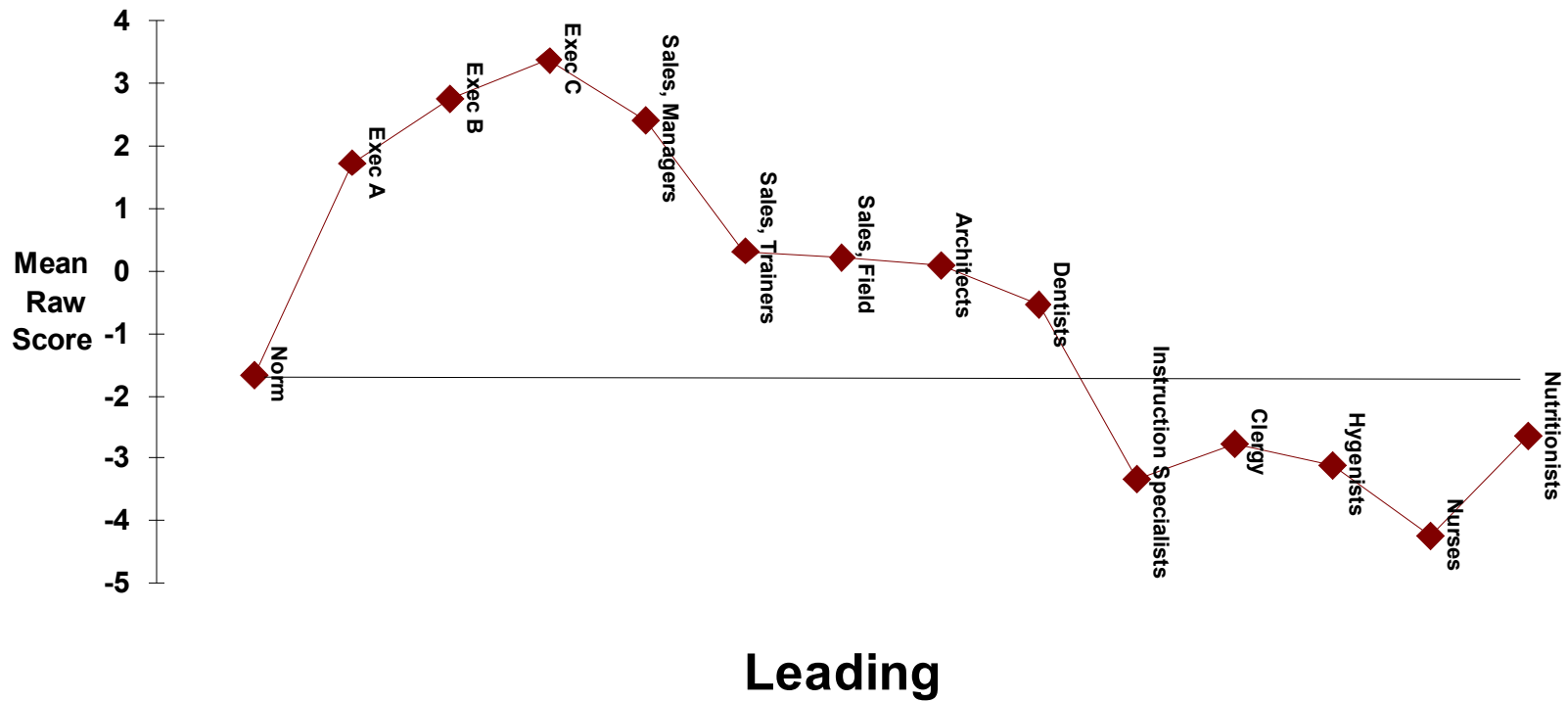


## Validity of the BRI scales with contrasted groups

<b>Title</b>	<b>Cases</b>	<b>Male</b>	<b>Female</b>	<b>Description</b>	<b>Summary</b>
<b>Combined Norm</b>	1212	606	606	Norm group.	
<b>Executive A</b>	11	10	1	Top executives with a large retail department store in the southeast US. Employees: approx. 4000	Very high Leading and Competing.
<b>Executive B</b>	8	7	1	Top managers with a medical transportation company at Jackson, MS.	Very high Leading and Competing.
<b>Executive C</b>	11	11	0	Top executives with a plastics manufacturer in Houston, Texas.	Very high Leading and Competing.
<b>Sales, Managers</b>	18	14	4	District sales managers with a global transportation company headquartered in the southeast US.	Very high Leading, Competing, and Expressing.
<b>Sales, Trainers</b>	32	21	11	Sales trainers with the above transportation company.	Very high Expressing. High Leading and Competing
<b>Sales, Field</b>	54	30	24	Field sales personnel with the above transportation company. This group is scattered across the US.	Very high Expressing. High Leading and Competing
<b>Architects</b>	12	10	2	Architects and engineers with an architectural firm at Jackson, MS	High Thinking with tendency toward leading.
<b>Dentist</b>	24	17	7	Dentists attending a conference at the University of Mississippi Medical Center at Jackson, MS.	High Thinking with tendency toward Leading.
<b>Instruction Specialists</b>	9	1	8	Instruction Specialists with sales training at the above transportation company.	High Attaching
<b>Clergy</b>	25	19	6	Members of Episcopal clergy in the state of Tennessee.	High Harmonizing
<b>Hygienists</b>	18	0	18	Dental hygienists attending a conference at the University of Mississippi Medical Center at Jackson, MS.	High Relying and Harmonizing with a tendency toward thinking
<b>Nurses</b>	98	8	90	Home health professionals employed by company in Central Mississippi. This group consists mainly of nurses and aids.	High Relying and Harmonizing with a tendency toward thinking
<b>Nutritionists</b>	225	13	212	Nutritionists with the Mississippi Department of Health.	High Relying and Harmonizing with a tendency toward thinking

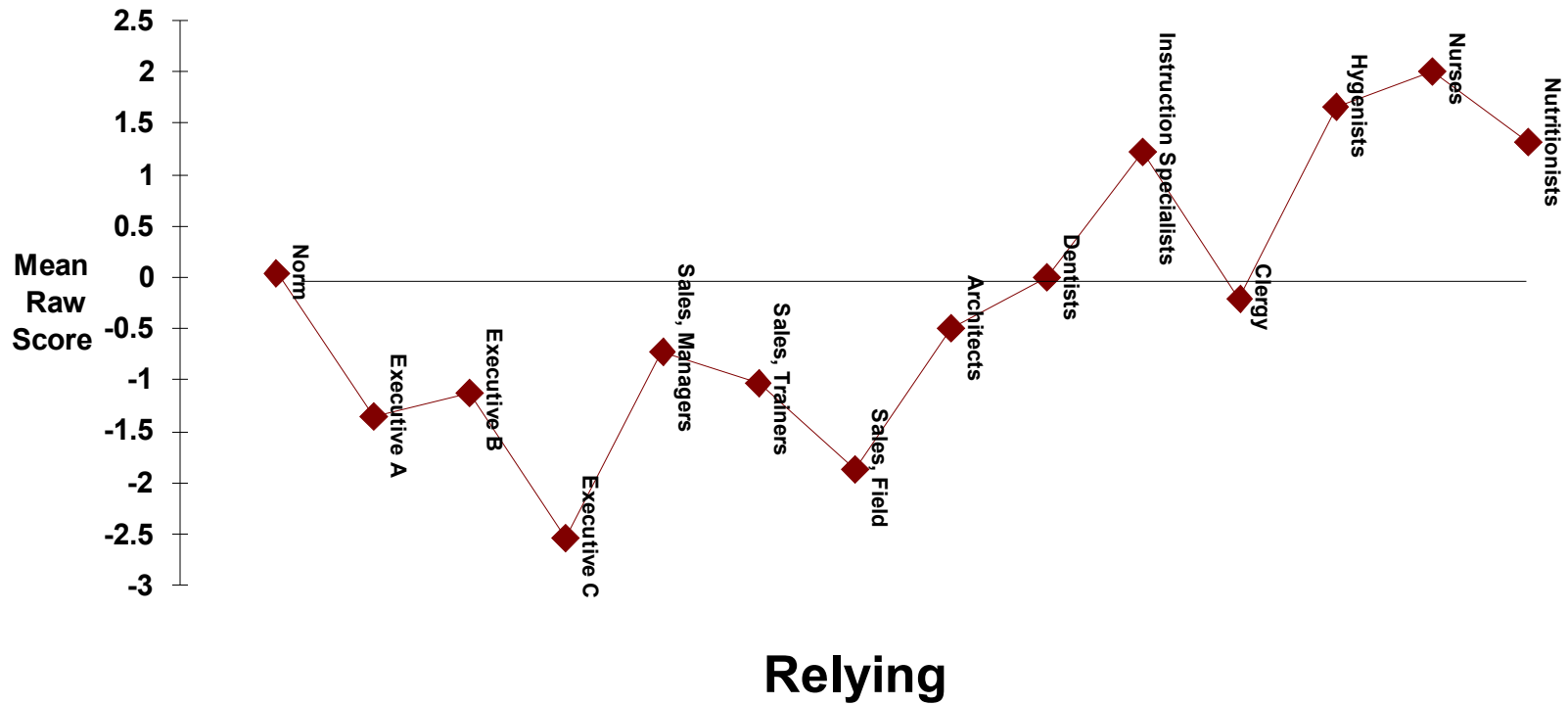


Scale: Leading

High: Motivated to affect the feelings of others and, if necessary, make them feel bad. Thinks for others and wants them to do the right thing.

Low: Non-assertive. May let others take advantage of them and then store their anger. Later they may act in passive-aggressive ways. They may need assertiveness training.

**Trends:** The 3 executive groups and sales managers consistently test high in Leading. The mean raw score becomes progressively lower as the graph move into the typically non-leadership professions, nurses, nutritionists, etc.

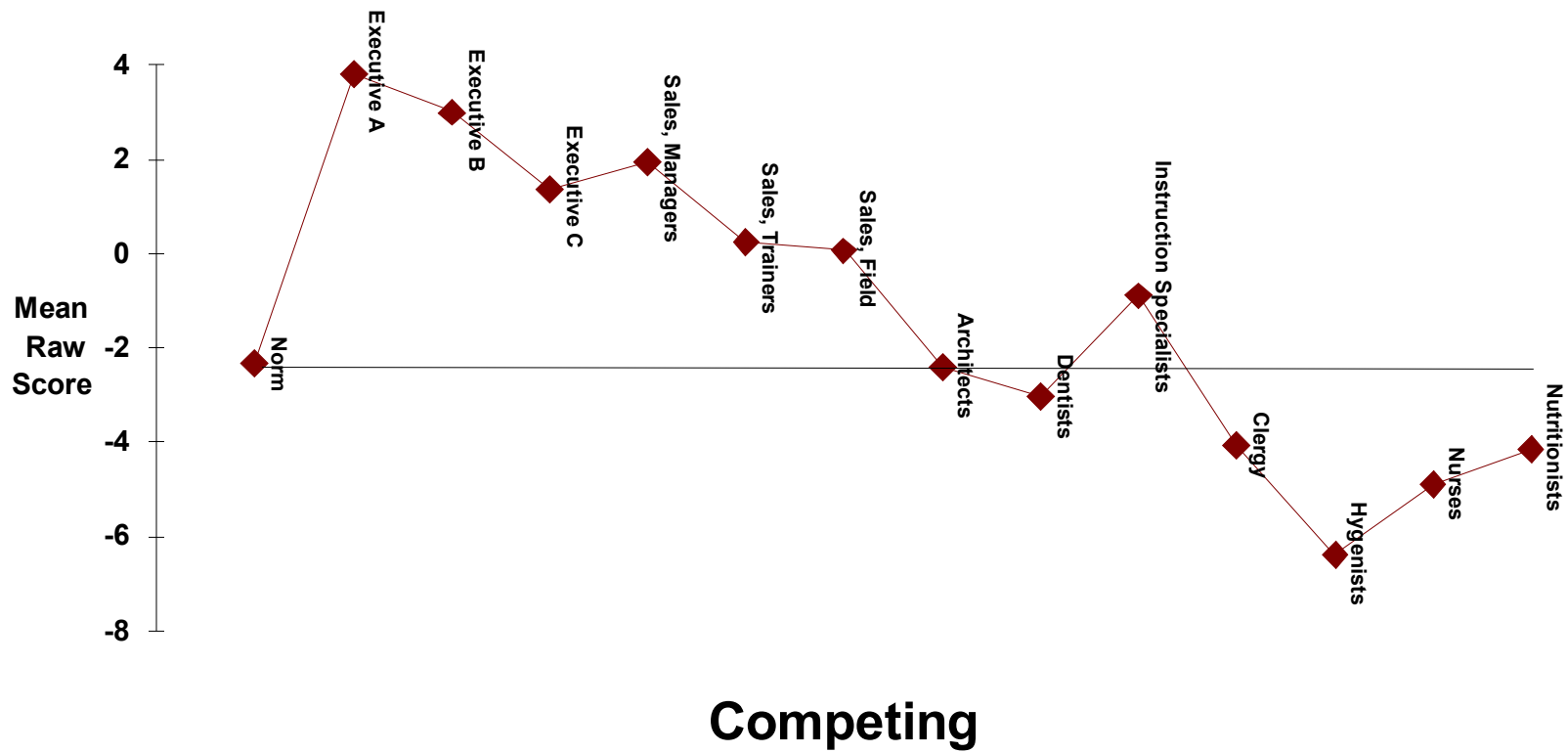


Scale: Relying

High: Motivated to maneuver others into keeping themselves feeling good. Looks to others for direction.

Low: Has little understanding or appreciation for dependent persons. Can be proud and arrogant.

**Trends:** The executive and sales group are score below the norm for Relying. The hygienists, nurse, and nutritionists consistently above the norm.

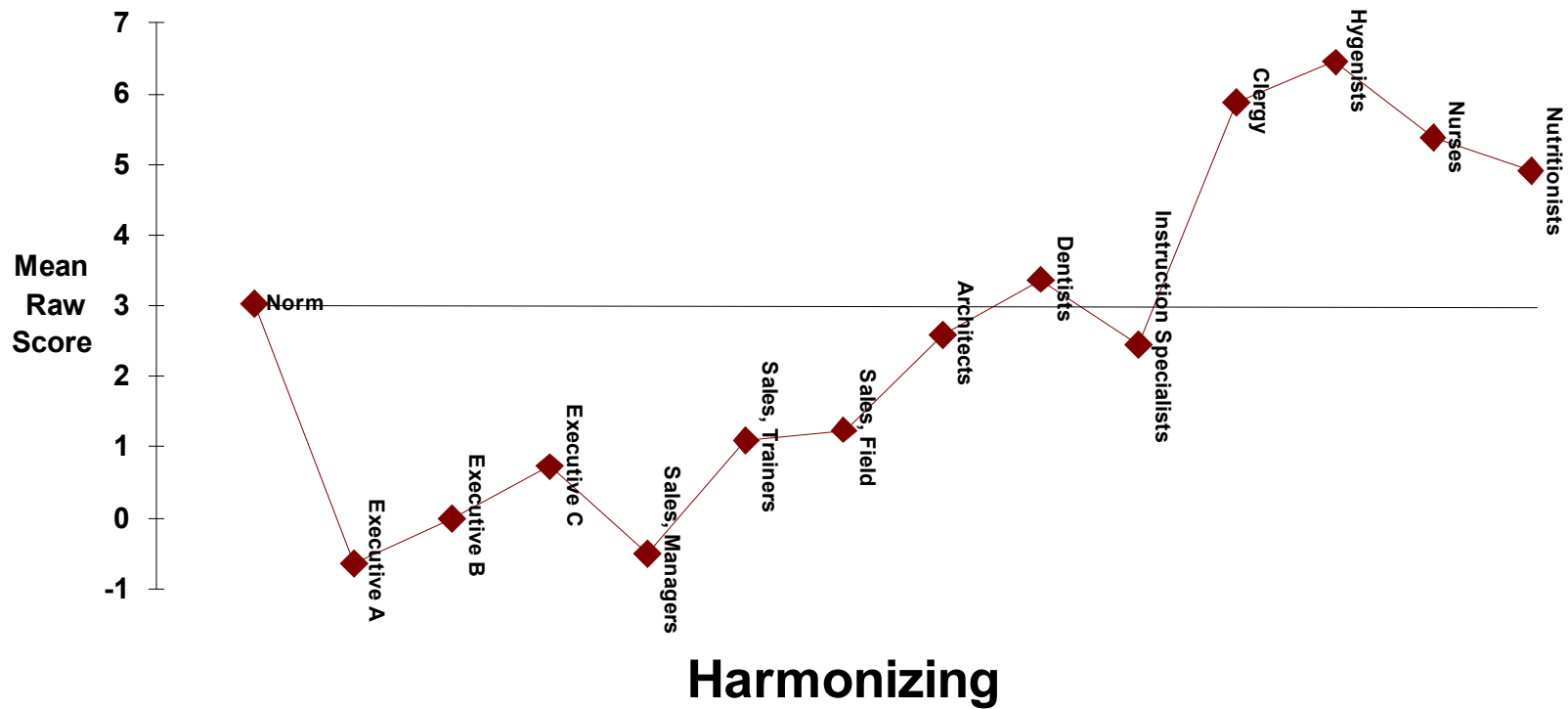


Scale: Competing

High: Wants to get results. Likes to make things happen. Good problem solvers.

Low: Usually slow decision makers. Cautious and careful in dealing with life.

**Trends:** This scale positively correlates Leading. Similarly, the executive and sales groups scored high in Competing. The clergy, hygienists, nurses, and nutritionists scored consistently below the norm.

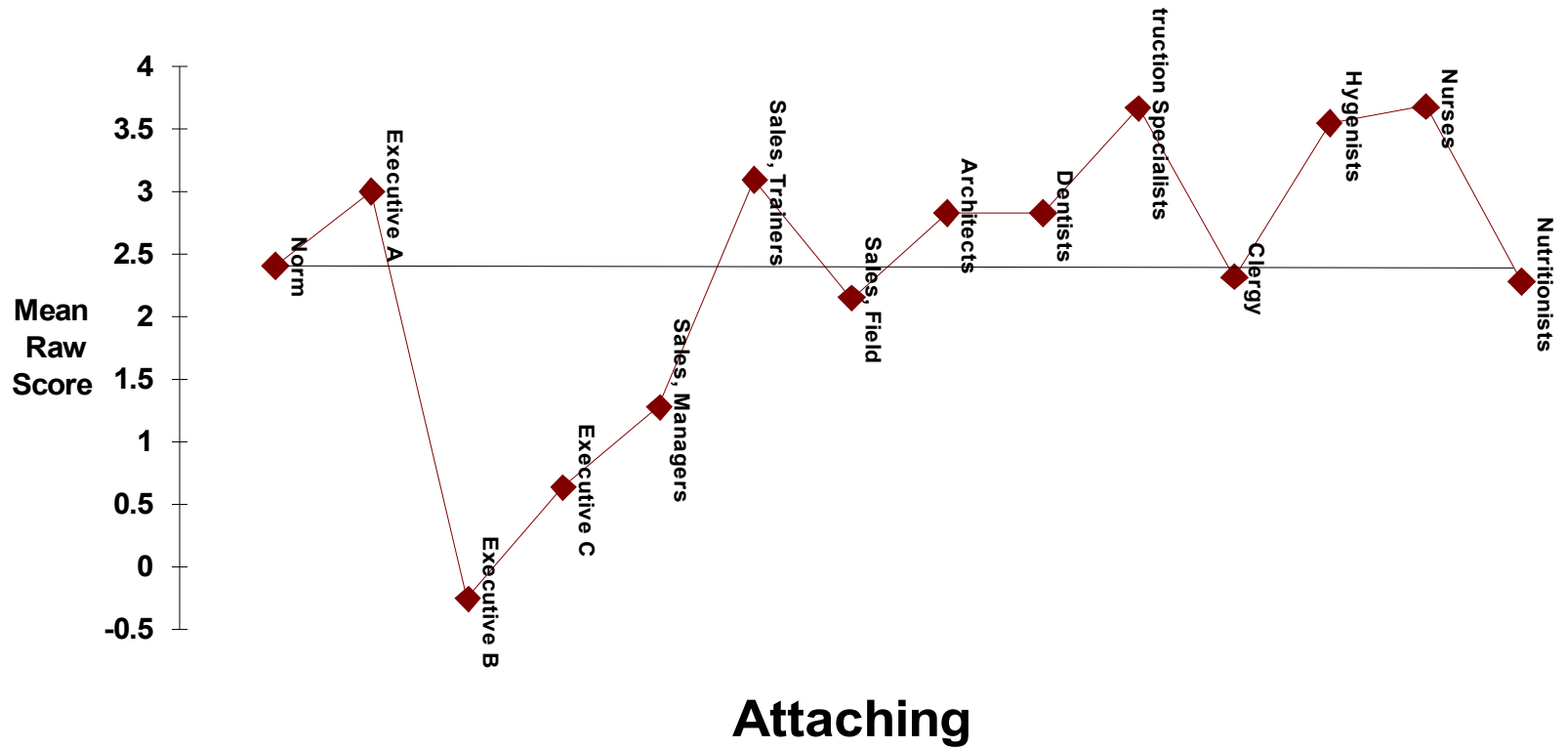


Scale: Harmonizing

High: Wants to be in control of self and environments. Likes the “status quo” and does not want to “rock the boat.”

Low: Restless, impatient, alert, open to change, and quick to act on opportunities. Easily excitable.

**Trends:** The executive and sales groups were consistently low in Harmonizing. The clergy, hygienists, nurses, and nutritionists scored high on this scale.

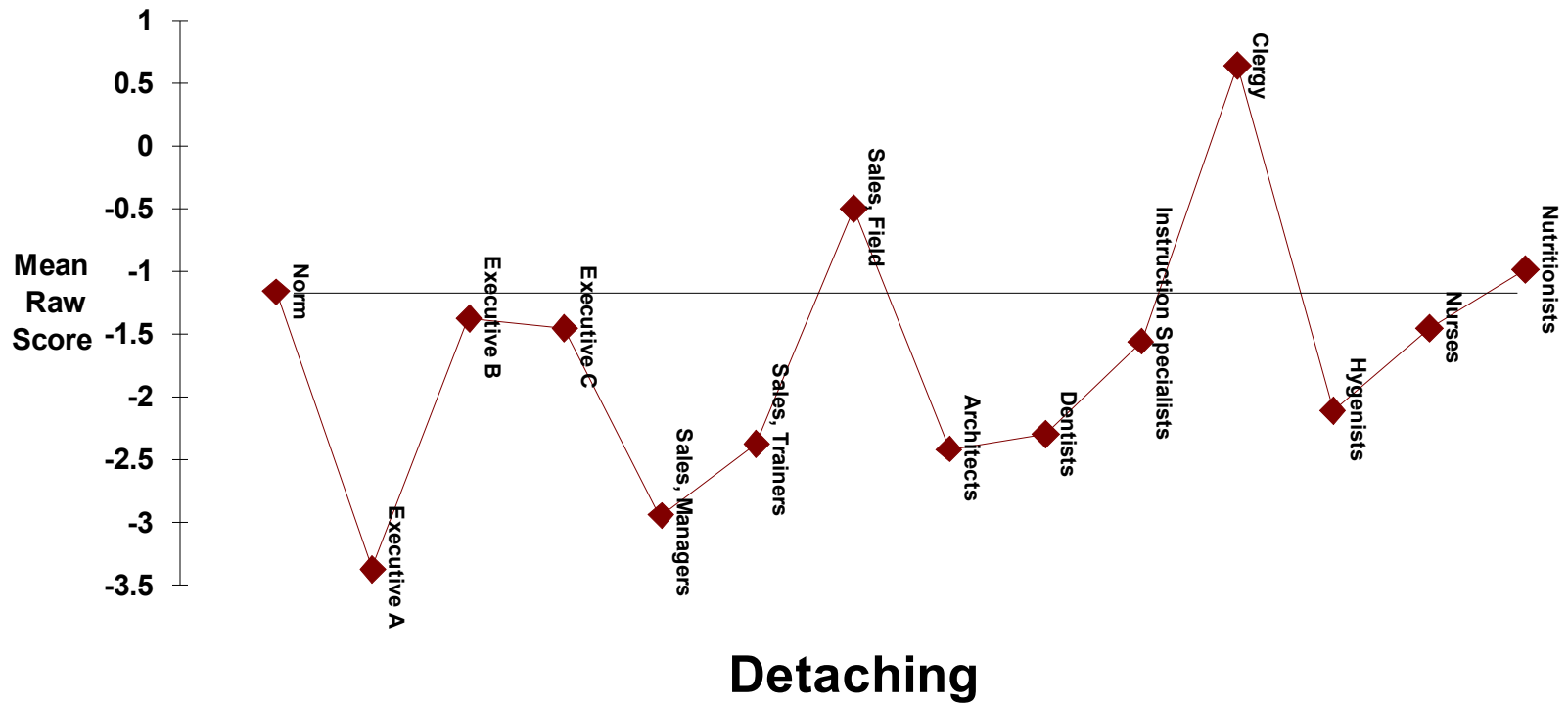


Scale: Attaching

High: Motivated to make others feel good. This desire to please can be a subtle form of control.

Low: May have a difficult time expressing affection or being sensitive to the needs of others. They are more likely to be the producers than pleasers.

**Trends:** Attaching varies more with individual as opposed to line of work. There is not a consistent pattern here as with the other scales. The highest Attaching groups are the hygienists and nurses. Two executive groups and sales managers scored low Attaching.

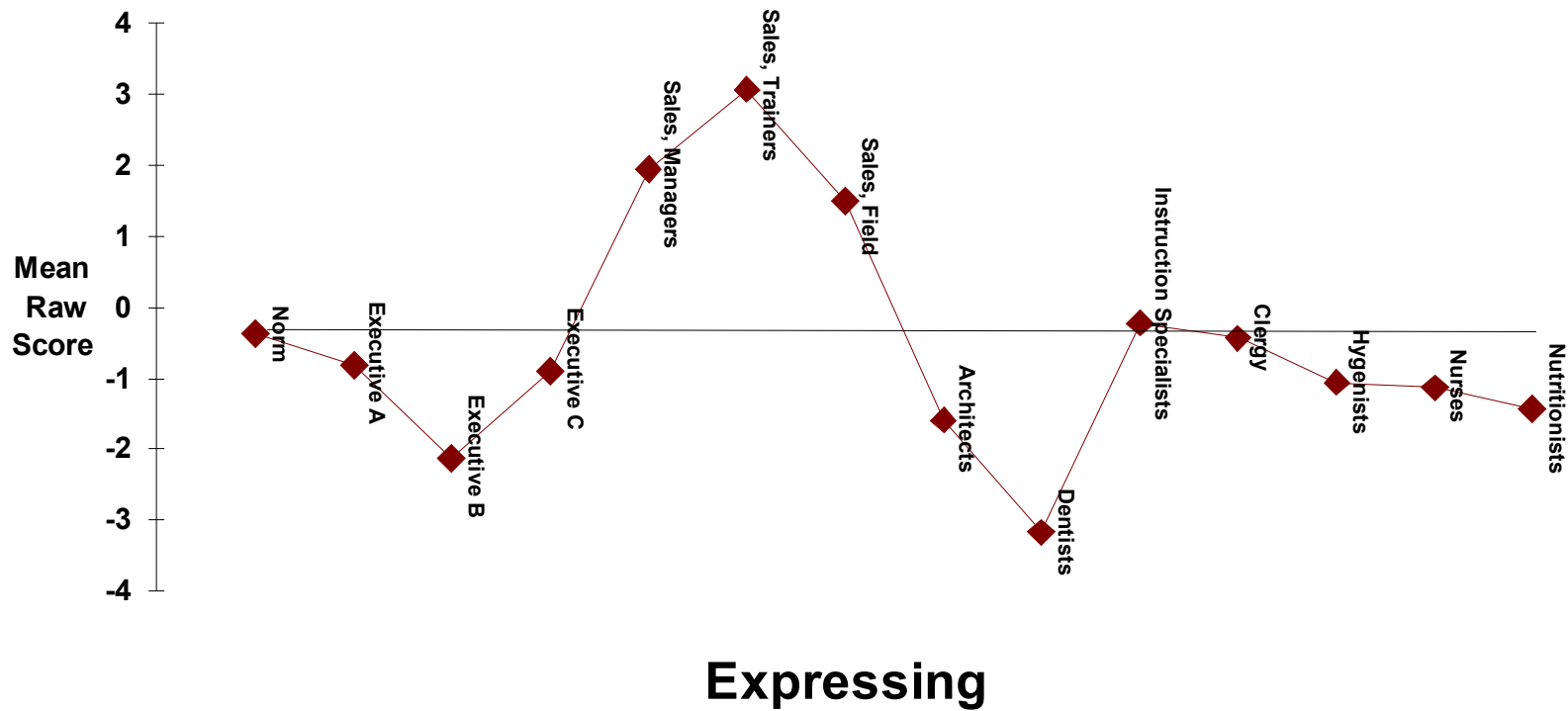


Scale: Detaching

High: Motivated to protect themselves from being affected at a feeling level by others.

Low: Low detachers have weak boundaries between themselves and other people. They get involved in other peoples lives and find it hard to know where their responsibility stops.

**Trends:** Like Attaching, Detaching seems to vary more with individual as opposed to line of work. No consistent trend here either

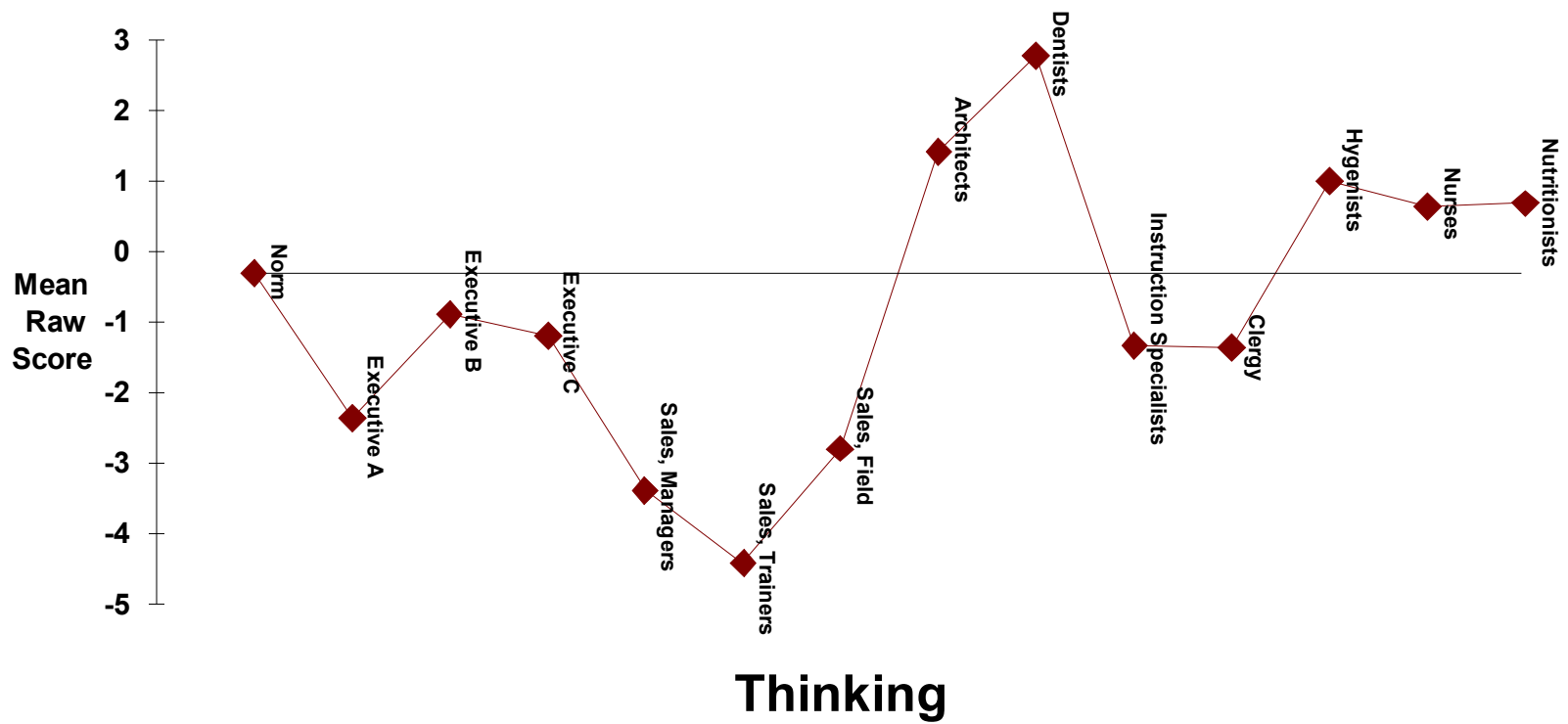


Scale: Expressing

High: Wants to influence others. This type has been described as being emotionally expressive.

Low: These persons are reserved, especially with people they don't know. They feel self-conscious and may be emotionally controlled. They usually prefer to work alone and appreciate facts and logic.

**Trends:** To no surprise, the sales groups are all high in Expressing. This dentists scored the lowest.



Scale: Thinking

High: Wants to keep things organized. Analytical, detail oriented. This type has been described as being cognitively (as opposed to emotionally) expressive.

Low: Unorganized, stubborn, and sarcastic. Their need for independence sometimes results in rebellion.

**Trends:** The architects and dentists are highest in Thinking of the contrasted groups. The sales groups scored lowest in Thinking of the groups.