

The Responsibility Cluster Some Common and Significant Interactions

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In psychometric terms, the dynamic quality of Gittinger's PAS model evolves from the concept of interaction--the recognition that the relationship between two or more scores is more important, descriptively, than the absolute strength of any of the scores taken alone. In his basic works, Gittinger deals primarily with two sets of interactions: the descriptive triads (IRA, RFU, etc.), and the intra-dimensional development relationships (Iu, Ec, Rcc, Acu, etc.). While these serve to outline the structure of the PAS, they do not by any means define all of the threads that compose the PAS fabric. Working with just the nine variables or scores within the three major dimensions, Gittinger generates 512 contact personalities; but psychological analysts are not in immediate danger of being replaced solely by a computer that stores and retrieves these types in catalog fashion, no matter how they are articulated. Every combination of scores or variables tells us something; and Gittinger's contact personalities are laced through by thousands of possible combinations or interactions, which augment, amplify, modify, to stand alone in the variables within the three major dimensions yield 144 possible paired interactions, 672 possible triads, etc. While each of these conveys some kind of person-

ality information, some of them are especially powerful carriers of data, which can serve both to amplify conventional interpretation, and as short-hand screens or filters as we move through the PAS space.

1. The "Responsibility Cluster": Arithmetic, Information, Similarities (A, I, S, and C).
Most analysts, in their early preoccupation with the PAS, focus on the Primitive personality; and in their indirect assessment efforts, they feel uncomfortable until they have "nailed this down," and can say with confidence that they are dealing with "an IRA" or "EFU." In practical application on the PAS, the Primitive personality tells us very little about the individual except where he is coming from, and what issues he has to resolve if he is to achieve a successful adjustment. More important than where he's coming from, is where he gets to. The "Responsibility Cluster," comprised of Arithmetic, Information, Similarities and Comprehension (A, I, S, and C) tells us almost everything we need to know about the extent to which the individual has matured in terms of social responsibility and acquiring the hallmarks of civilization, as defined by his parent society. These scores tell us how well the individual has become "civilized," re "socialized," or "responsible" from (his) society's point of view.

A. The "Mature Adjustments": A+, I+, S+, C+. If maturity is defined as the extent to which the individual catches up with his society and internalizes its values, then a profile in which all four of these scores high is a mark of maturity. In PAS terms, these are the Ecc/Icc/Rcc/Fuc adjustments, in various combinations with the social or U, these people are independent, self-sufficient, intellectually disciplined, emotionally controlled, and socially responsible. They tend to be conventional, conforming and conscientious, and committed to some consistent set of ethics, values, or moral code. They are serious minded, productive members of society. This is the group that produces most of the organizers, managers, leaders, and professionals in society, who are dedicated to its preservation or its orderly evolution (as distinct from revolution).

The remaining variable (I or E, R or F, and the social configuration) determine whether these responsible and conscientious people approach their tasks with imagination, creativity, flexibility, and tolerance (for example), or with suspicion, caution, dogmatism, and authoritarian rigidity. And some knowledge of the individual's biography -- especially the people or the circumstances that shaped his values in early years -- is essential to know what values ethics, morals, and purposes provide the focus and the goals to which he is dedicated. Especially in the cross-cultural environment, it does not follow that all the people in this "mature adjustment" category will be guided by Christian-Judaic principles, or be champions of the western democracy or capitalist economics. Most of the members of the German General Staffs in World Wars I and II probably came from this population. So did the Godfather.

b. The "also ran's": If three out of four ain't bad," it is worth seeing how individual low scores affect performance within these otherwise "Mature Adjustments".

(1) Low Arithmetic (A-, I+, S+, C+). In otherwise conscientious, dedicated, serious minded, hard-working profile, the low Arithmetic implies a relative deficiency in intellectual discipline, analytic skills, and self sufficiency. The individual is more dependent on people (if E), or on institutions or principles (if I) for guidance and motivation. He is more self-centered than altruistic (if I), or more dependent and vulnerable to influence and persuasion (if E). If the conscientious leaders come from the "four highs," then equally conscientious and dedicated deputies and followers come from the low Arithmetic variation. Given their conscientious workmanship but their relatively lower level of self-sufficiency, these are the people who run a great risk of being promoted "above their level of competence".

(2) Low Information (A+, I-, S+, C+). These are likely to be "tunnelers," more narrowly focused in the arena in which they ply their dedicated efforts: esoteric researchers and scientists, specialized engineers, outstanding technicians, etc. While it is characteristic of many of the "four highs" to reach out and expand their horizons (especially if they are F's and basic A's), the Low Information types will narrow their horizons, and perhaps become increasingly focused as they mature (especially if they are basic U's).

(3) Low Similarities (A+, I+, S-, C+). These folk lack the perspective of their S+ colleagues, are more brittle, more demanding, more punishing toward

their colleagues of followers. They are more insistent on the letter of law, than the spirit. As lower echelon leaders, then can be counted on to "get the job done," with a vengeance if necessary.

- (4) Low Comprehension (A+, I+, S+, C-). Having determined something about spirit of the law, the Low Comprehension types will be less constrained or less orthodox in pursuing it (if it is applicable) or in finding alternatives (if it is not). They will be less conventional, less preoccupied with conformity than their C- peers; thus there will be reason to suspect that this is also symptomatic of an aging phenomena, especially in Rcc men, and perhaps especially in contemporary American society, associated in turn with the "mid-life crisis," or "male menopause," in the course of which many previously very conventional males "kick over the traces" to seek new wives, new careers, and new codes to rationalize their behavior. At any rate, men who are tested as Rcc in mid-life (or Rcc males whose profiles are being reinterpreted in later years) should be interpreted with the possibility that they are behaviorally Rcu. (They are likely to "test out" as Rcc because they know -- or knew -- the conventional rules of society conformity; but now they feel less constrained by them. Behavioral data thus became an important supplement to test information, alone, in assessing this subgroup.)
psychopathic: seemingly conventional, but fundamentally self-centered and out to get what they want, untroubled by problems of conscience and morality.

C. The Superficial adjustment (A+, I+, S-, C+). In his book on "The Presidential Character," J.D. Barber hypothesizes that personality is composed of Character, World-view, and Style, which develops in the synchrony with Gittinger's concepts of

the Primitive, Basic, and Contact Personality. Barber suggests that "World-view" is developed during adolescence. If this is the case the low Arithmetic, Low Similarities people have failed to acquire a "Worked-view"; or, their "World-view" is largely a projection of their own particularly selfish needs and desires. In combination with high Information and high Comprehension, these are somewhat deceptive adjustments; under institutional control or under the thumb, as it were, of strong leadership, these people can be determined (if not necessarily conscientious) workers and followers who will support the values and carry out the mission of their organizations and their leaders, often in an automatic, unfeeling, knee-jerk manner. Under control, they suggest the stereotyped career enlisted men and police privates of Archie Bunker persuasion who follow their orders and beat other into line, with an uncritical and unambiguous conviction of what is right and wrong. Lacking institutional control or strong leadership -- operating on their own and in a value vacuum -- they can be quite psychopathic: seemingly conventional, but fundamentally self-centered and out to get what they want, untroubled by problems of conscience and morality.

d. The Arrested adjustments (A+, I-, S-, C-). The Superficial adjustments (above) are characterized by contact-level modification in these adjustments provided a superficial control over otherwise primitive emotionally and under-developed intellectually, which enables the individual to "act like" he is better trained and better controlled than he really is. If the modifications are not "nailed in," and if external controls are removed (i.e., the individual "escapes" from his institutional or organizational environment, as represented by his workplace, his military unit, his hospital, his

school, or his personal leaders), he can revert to a very primitive, self-serving kind of behavior. (All of which may account for the popularity of spectators sports, and their attendant anonymous, boorish behavior).

The Arrested adjustments, by contrast, are characterized by basic compensation without follow-through modification at the contact level. As such, they provide an illustration of an important quality in Gittinger's concept of compensation. Compensation embraces two distinct dynamics, which are usually viewed as occurring together, but which can occur singularly and of the original or Primitive quality; separately (and most often sequentially) there is the acquisition of qualities associated with the opposite Primitive quality. In the Icc and Ecc adjustments, for example, these two dynamics are dramatically and consistently different from its Primitive precursor. In the Iuc and Euc adjustments, in contrast, the control or suppression of the Primitive form does not occur; but modification process superficial qualities associated with the opposite form. In the arrested adjustments, a third and different condition prevails: the control or suppression of the Primitive form does not occur; but modification produces superficial qualities associated with the opposite form. In the Arrested adjustments, a third and different condition prevails: the control, or suppression, or repression of the original Primitive quality occurs; but there is not adaptation or acquisition or exploitation of the opposite qualities. The Mature and Superficial adjustments have at least "gone somewhere," and, for the most part, the individual is comfortable with "where he is at." In the Arrested adjustments, the individual has stopped going in one direction; but he has failed to get moving in another. He is

licked on "top dead center," resulting in inhibition, bewilderment and confusion. For the most part, emotion is blocked; when affect does occur, it is usually inappropriate, ranging from paranoid suspicion in some adaptations, through lethargic and hypochondriacal conditions, to manic hyperactivity and hysteric conditions in others. The "normal expressions" of these arrested adaptations and counter-productive inhibitions. Among 32 possible expressions of these Arrested styles within the PAS, Gittinger describes only one in terms that suggest at least a marginally effective adjustment. This e*fa (Ecu Rcu Auu) variation still has many components of over-control, inappropriate affect and occasional fanaticism, but "there is often strong reliance on moral, ethical codes...also strongly advocate for other...and a studied kind of warmth. The e*fa is very anxious to be appropriately emotional but...he must defend against his 'real' reeling before he can show the appropriate ones". (PAS, p.36) All of the Arrested adjustments are in a constant struggle for self-control; the e*fa apparently succeeds better than any of the others, but his adjustments is still tenuous and he is not really able to express himself.

There is one cross-cultural condition which must always be addressed whenever these Arrested profiles are encountered in operational practice. Subjects raised in a highly authoritarian, mind-control/thought control environment (such as that which prevailed in MAO's China, especially as from the late 1950's) may have will integrated, simulated Arrested profiles are encountered actually a defensive, self-controlled modification of one of the Mature adjustments, or one of the "Also ran's" (e.g. with a low Information of a low Comprehension). In other words these people may "test out" as having Arrested profiles, when they are ac-

tually and dynamically high Information, high Comprehension people who have been living a well conditioned, protective masquerade of intellectual narrowness and emotional inhibition. Behavioral data, especially in terms of professional productivity and intra-family effectiveness becomes a critically important addition to test information, alone, in such cases. Briefly, when people from these environments produce Arrested profiles, but show evidence of professional productivity and satisfactory intimate relationships, they should be re-interpreted as falling in the appropriate Mature adjustment category.

e. The Immature adjustments (A-, I-, S-, C-). These adjustments show neither compensation nor modification within the "Responsibility Cluster," and accordingly they are adult manifestations of unreconstructed, Primitive personalities. While Gittinger could find one relatively competent adaptation among 32 Arrested adjustments, he identifies none among the Immature constellations (unless one considers prostitution as productive adjustment). Among E's they are the hallmarks of behavior disorder: selfish, impulsive, undisciplined, explosive, and chaotic. None of these adjustments have anything to offer to responsible operational efforts and thus any effort to differentiate among them becomes a wholly theoretical and academic exercise.