PERSONAL DEVELOPMENT ANALYSIS (PDA)
ANALYST CERTIFICATION SEMINAR

Preparatory Materials and Instructions

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INTRODUCTION

The intention of this seminar is to "train and certify the client's employees in the interpretation and application of the methodology of the Personal Development Analysis (PDA)." The learning experience begins with this material.

PREPARATORY MATERIALS FOR THE SEMINAR

- Complete the PDA Form following the displayed instructions.
- Preliminary Reading Material, designed to provide a brief overview of terminology, definitions, and variables of PDA.

IMPORTANT INFORMATION

To achieve a full and proper understanding of the underlying concepts and theories of PDA, and to develop skill in interpreting the PDA Charts, it is essential that the potential PDA Analyst attends the "PDA Certification Seminar."

This material contains the essential and basic information needed to understand theories, underlying concepts and indicators of PDA, however, it does not replace the teaching detailed in the Certification Seminar, nor does it replace the "practice" and the feedback each analyst receives during the seminar.

We therefore invite prospective PDA Analysts to read and understand this material before attending the seminar. Familiarity with the PDA background and terminology will be useful, and will facilitate and strengthen learning and enhance the level of success that is reached during the seminar itself.
ETHICAL STANDARDS - CONTROL OF THE PDA PROGRAM

It is essential that the application of PDA respects its ethical standards. To ensure the appropriate level of control, PDA International and its Partners ask their customers to accept certain rules for the use and handling of tools and materials provided. Basically, the agreement describes the following:

"As a protection to our clients and to ensure adequate and satisfactory operation of the program, it is stated and agreed to administer the information provided by PDA only to those who have completed the required training program and be recognized, by PDA International and its Partners as Certified PDA Analysts."

An agreement is also made with each certified analyst of the PDA System who is provided copies of materials and instructions. Basically, the agreement describes the following:

"Upon successful completion of the PDA Certification seminar the participant, approved by PDA International, is authorized to use the PDA methodology as long as they perform professionally and respect the ethical standards"

In line with the above and in order to protect our customers, PDA International reserves the right, without providing a refund, to revoke the approval of any PDA Analyst that does not meet the skills standard.
PDA ANALYSIS - GENERAL

The PDA Analysis was designed to measure the likely behavior of an individual. It was designed to help identify, select and manage talent, skills, abilities and aptitudes of people.

The PDA analysis does not measure intelligence or skill, but indicates which skills and strengths of an individual, how to apply them, what are their motivations, how they make decisions, how they relate to others, whether or not they support their colleagues and their team, all information of tremendous value to manage them effectively and help them in their journey to success. Also, we consider key that the individuals, when they take on a position and responsibilities are assigned to them, have, in their natural style of behavior, basic skills and talents required for successful performance in that position. So one of the main objectives of PDA is to add value and help the areas of HR to form a coordinated, effective, efficient and successful organization, composed of involved, motivated and successful individuals.

Throughout its history the instrument has undergone evaluation studies and reviews that have been determined it to be a solid and reliable instrument. The PDA has a structure of underlying theories and studies and has validity certified by the American Institute of Business Psychology (AIOBP), yet we understand that the main support of the instrument has been elevated by the high degree of success achieved through thousands of applications in recruitment and talent management, which strengthen the consistency and base its "empirical validity." As is often the case with other tools used in the industry, PDA is usually judged by its body of theory, yet from PDA International we consider that, although the theoretical body and basis are important, the real success of PDA is and will be its excellent applicability and practical utility for the end user.

The PDA system is designed so that qualified personnel can be trained to administer and interpret the information obtained. We understand the PDA Analysts, who are familiar with the needs, culture, time and particulars of the company where they work, can effectively apply the information obtained through the PDA methodology to strengthen the processes and meet the needs of the internal customers and the organization.
THE PDA FORM

The PDA Form has been developed to assess the natural predisposition of individuals to respond to situations and people. It's a self-assessment, using free response, which can be taken both with pen and paper as well as "online". It consists of 4 simple steps listed below:

Step 1) Personal Information
Step 2 and 3) Identical lists of 86 descriptive adjectives
Step 4) A space to provide the individual the possibility of sharing an additional self-description.

While the form is composed of these 4 stages, the core of the PDA is in the 2nd and 3rd stages. In the 2nd stage the individual must read the list of adjectives and mark those adjectives, according to their understanding, on how they believe they perceive their environment. The instructions are:

"Please read the following list and tick each word that others would use to describe you. Remember to mark all of the words with which you understand others would describe you. People say I am a person ..."

In the 3rd revision, as a self-evaluation, the individual evaluated shall select and mark those adjectives that they believe describe themselves. The instructions are:

"Now, please read the following list and tick each word that you think that describes you. Remember to mark all the words that describe you understand describe you. I'm actually a person ..."

The first list of responses relate information as the individual understands how they are perceived by others, the second list concerns information as to how the person perceives and sees themself.

This is the only form required. Some of the key benefits of the PDA form are:

- It is brief, requiring about 15 to 20 minutes to be administered.
- A free-response format; the person is not obliged to choose between undesirable alternatives.
- It is composed of non-derogatory words to encourage honesty in answering.

The analysis has been designed and validated for use with either sex, and there is no difference for any protected group. In addition, PDA is available in several languages, which will reduce or eliminate the possibility of misunderstanding.
GENERAL CONCEPTS ON THE THEORY OF PDA

The basis of the Personal Development Analysis (PDA) was initially developed in 1942 by William M. Marston. To develop the instrument Marston based it on the principles of perception, in his four-factor Model of Personality, described in his book “Emotions of Normal People” in (1928), and the theories of self-consistency and self-concept, by Prescott Lecky. In his studies he defines that under “normal” circumstance, a person has a predisposition to respond or behave in a certain way depending on how they perceive the nature of the situation, whether favorable or unfavorable, and the tendency of the individual to take action or retreat. These trends are what define and frame the four-factor model, described in Table 1. The four factors of the Marston’s model are: Dominance, Influence, Compliance and Steadiness. Based on these 4 factors, PDA International developed its own model of four factors in order to update terminology, facilitate understanding and improve the applicability of the instrument. The new names defined by PDA International for these four factors are: Risk, Extroversion, Patience, and Norms.

Marston’s Model of Personality with the new axis names proposed by PDA International

<table>
<thead>
<tr>
<th>Person’s Response</th>
<th>Perception of the Environment</th>
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<tbody>
<tr>
<td></td>
<td>Unfavorable</td>
</tr>
<tr>
<td>Confront</td>
<td>Axis-1</td>
</tr>
<tr>
<td></td>
<td>RISK</td>
</tr>
<tr>
<td>Avoid</td>
<td>Axis-4</td>
</tr>
<tr>
<td></td>
<td>CONFORMITY</td>
</tr>
<tr>
<td></td>
<td>TO NORMS</td>
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</tbody>
</table>

A key element in the development of the model of personality by Marston was the theory of self, stated by Prescott Lecky (1945) in which he describes the concepts of social self and ideal self. Lecky said that during the first 15 to 18 years of life, and as a result of their experiences, people develop a relatively stable perception of themselves. Additionally, he also said that people develop an expectation of what the environment demands and requires of them. On this basis, Marston determined that individual behavior is determined in part by the interaction between perceptions of self and by adjustments to the demands of the environment.

Marston stated that people are born with a certain amount of energy, of activity, which provides the individual with the motivational stimulus of their behavior. This activity is similar to the Freudian concept of "psychic energy": it represents the force that powers simultaneously the physical and intellectual activity. People have different levels of activity that are relatively constant throughout their lives.

The structure of Marston’s Personality Model was built on three fundamental propositions. The first is that people perceive situations of the environment as favorable or unfavorable. The second is that the individual's response to any environmental stimulus will either be to confront or avoid. The third is that people have a certain amount of energy to act. Using these three basic variables, Marston developed a simple model to classify human behavior (Table 1). This model is based on the idea that people perceive any situation as favorable (non-threatening) or as unfavorable (threatening). It also assumes that people will confront or avoid situations, not remain neutral. So Marston identified four quadrants in this matrix. Each quadrant includes an independent set of behavioral tendencies. Marston stated that in normal situations people have a predisposition to behave in a certain way, depending on how they perceive the situation (favorable or
unfavorable) and the tendency of the person to take action or retreat. These trends define the model of four quadrants.

In summary, Marston’s model of personality consists, initially, in a structure composed of four independent axes. We can represent or understand this structure as a geometrical sphere. The center of the sphere represents the individual at a level of "zero energy". The four areas emanating from the center of the sphere; the trend of behavior represented by the four axes that originate at the center of this area and go outward; each axis represents each one of the behavioral trends described in the model. Each of these axes is conceptually and statistically independent of one another. The length of the sum of these lines represents the ratio of activity of the individual.

Years later, based on experience gained through the application of the instrument, Marston identified the need to add a variable to the model he considered important. He defined the need to include the fifth axis, emotional self, interpreted as the level of self-discipline, emotional self-control and sense of social responsibility. This fifth axis affects and influences the other four axes.

As was defined above, based on the application by Marston’s Theory of Self, and by Prescott Lecky, the observed behavior of a person is the result of: (1) the perception that the individual has of the environment and (2) the natural predisposition to behave according to certain patterns. Thus, in practice, the evaluation consisted of exposing an individual to review, on two occasions, a single list of 86 adjectives, one from the perspective of "their own perception of themself" and the other "according to how they understand their perceived environment."
### DEFINITIONS OF THE AXES AND BASIC CONCEPTS OF PDA

<table>
<thead>
<tr>
<th>Axis 1</th>
<th>Risk</th>
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<tbody>
<tr>
<td><strong>RISK</strong></td>
<td>Risk represents the <strong>Proactive</strong> response in an environment perceived as antagonistic or <strong>Unfavorable</strong>: measures the person's desire to achieve results. It also measures the level of initiative and desire to handle situations and the degree to which the person takes risks to achieve results.</td>
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<th>Axis 2</th>
<th>Extroversion</th>
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<tr>
<td><strong>EXTROVERSION</strong></td>
<td>Extroversion represents the <strong>Proactive</strong> response in an environment perceived as <strong>Favorable</strong>: Measures the degree to which the person wants or is inclined to interact with others and under what behaviors or circumstances.</td>
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<table>
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<tr>
<th>Axis 3</th>
<th>Patience</th>
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<tr>
<td><strong>PATIENCE</strong></td>
<td>Patience is the <strong>Reactive</strong> response in an environment perceived as <strong>Favorable</strong>. Concerns the tendency of the individual to respond patiently and passively in situations and environments.</td>
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<th>Axis 4</th>
<th>Conformity to Norms</th>
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<tr>
<td><strong>CONFORMITY TO NORMS</strong></td>
<td>Conformity to Norms represents the <strong>Reactive</strong> response in an environment perceived as antagonistic or <strong>Unfavorable</strong>: This axis refers primarily to how much one requires subjecting / conforming themselves to rules and procedures.</td>
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<th>Axis 5</th>
<th>Self-Control</th>
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<tr>
<td><strong>SELF-CONTROL</strong></td>
<td>Self-Control is the tendency to be socially responsible, self-controlled and self-disciplined, being aware of the consequences of their actions. This axis talks about how the person expresses their behavior, from impulsivity to rigidity, both in belief and in action.</td>
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| ENERGY LEVEL | The energy level is a measure of the energy of the person. It reflects the "amount of power available, both physically and mentally, that will allow you to respond effectively or not to situations that are presented." Each person is born with a certain energy level. |
**PDA SCALES**

Initially, the results were processed on the basis of extensive and complex forms, however nowadays the results of the forms completed by the individuals are processed by the computer system developed by PDA International. Each of the 86 words on the list is assigned to one of the 4 axes. Thus the system, according to the words selected by the individual, identifies trends and distributes power to each of the axes. The system performs this equation for both the Self Perception Profile (Natural) and also for the environment (Role Profile).

The Activity Level, now known as Energy Level, is computed based on the sum of the words selected for Axes 1 to 4 (does not include the words selected for Axis 5). The system gives us a PDA Chart as a result of an individual’s PDA score. This PDA Chart gives us a characteristic pattern or "behavioral profile" that represents and reflects the individual’s score in each of the five axes. This PDA Chart is interpreted by the PDA Analysts who have been properly trained and certified in the use of the PDA instrument. Shown in the PDA Chart (Figure 1) are all scales and indicators used to achieve finer and more detailed interpretations. These scales and their definitions are explained in detail in the PDA Analyst Certification Course.

(Fig. 1)
BEHAVIORAL TENDENCIES FROM A PDA PERSPECTIVE

An individual acts, in any given situation, based on 1) their perception of each situation and 2) their self-concept, their belief of how they can perform better in that situation, using their natural talents and experience with similar situations in the past. The Behavior of an individual is a result of their Self-Concept and Perception of the Environment:

\[ B = SC \times PE \]

The perception of each situation, each moment, is colored by the experiences immediately before. The cycle of environmental stimuli, perception, interpretation of these stimuli, determination of the "right" or "adequate" give, as a result, an open response.

Behavior is thus the result of bias, experience, perception, values, present environment and time. When the individual acts in a rational and thoughtful way, this behavior is usually controlled by one's beliefs about how to act. Thus, this behavior reflects a self-concept.
TERMS AND DEFINITIONS OF PDA

PDA… The acronym for Personal Development Analysis. It is the methodology by which to evaluate individual behavioral styles and eventually behavioral or skills required of a position.

Perception… the way a person individualizes and interprets the world around them.

Self-Concept… the idea that an individual has about who they are and what he or she can and cannot do, which is formed as a result of their interaction with the various influences in the environment

Behavior… what an individual says or does and what can be observed.

Axes… are the behavioral tendencies measured by the PDA methodology. These axes are: Risk – Extroversion – Patience – Norms and Self-Control

PDA Charts… The PDA Chart is used to delineate the PDA test results, so that the PDA Certified Analysts can use them in their interpretation

Integration… The behavioral characteristics expressed through the relative impact of each of the axes to each other.

Universe of PDA Profiles… there are 26 standard profiles; the Universe of Profiles is an overall picture of the 26 standard profiles in terms of their relationship.

PDA Profile… a graphical and numerical representation of the combination of axes (behavioral tendencies), plotted in a way that shows the relativity between the integrated behavioral tendencies. Each process used in the PDA system creates a profile pattern.

Natural Profile… the behavioral tendencies expressed through the Individual PDA Analysis showing the individual's perception of their natural behavioral style. It reflects the individual's self-concept.

Role Profile… behavioral tendencies expressed through the Individual PDA Analysis showing the individual's perception of how they must behave in order to succeed.

E (Energy Level)… the amount of energy available from an individual. It reflects the liveliness, alertness, and knowledge that the individual has to the events happening around them. In the workplace, represents the patience or vitality that a person has to perform work assignments effectively.

EB (Energy Balance)… the relationship between the Energy Level of the Natural and Role Profiles. It reflects the extent to which an individual changes their behavioral style between “what it is” and “what it is being”.

DMS (Decision-Making Style)… The tendency of an individual to confront or avoid a situation of decision-making. When an individual's tendency to confront a situation is the same or almost offset by the tendency to avoid this, the individual enters a state of indecision and confusion.

AI (Axis Intensity)… the relationship between the tendency of each axis compared with the mean average of the four primary axes comprising the profile pattern.

PI (Profile Intensity)… the pronunciation of a Profile Pattern. It reflects the extent to which behavioral style is manifested in the overall interpretation of the PDA analysis of an individual.