

## FACTOR E: DOMINANCE

### FACTOR E IS THE MEASURE OF A PERSON'S DRIVE AND INDEPENDENCE

The Factor E score is a contributor to the Independence score on the Global Factor Scale. A high score on Factor E indicates a highly competitive nature while a low E score indicates a more submissive personality.

#### **High scorers:**

Individuals with high Factor E scores are able to act autonomously and independently. They enjoy and seek out competition in both their professional and personal lives; pursuing their goals with such gusto that they may "run over" anyone or anything that gets in their way. They are usually described as dominant and outspoken or assertive with a need to control situations. Their desire to be in control can vault them to positions of leadership where they are likely to take the initiative and drive organizational goals forward.

Other characteristics of high Factor E scores may include:

- Tenacity and courage in dangerous situations
- The ability to "get things done"
- Speaking their mind without thought to the feelings of others
- Stubbornness in response to challenging situations

#### **Extremely high scorers (9-10):**

Individuals with extremely High E scores can become so focused on their goals that they fail to look at all the possibilities or include other people's ideas and viewpoints. They tend to see any differing viewpoint as an obstacle to be overcome and may resort to intimidation or overbearing, aggressive behavior in order to diminish or squelch that differing viewpoint and maintain control.

**Low scorers:**

Lower Factor E scores indicate a person who tends to be agreeable, accommodating, cooperative and humble. They are often more concerned about taking care of the needs of others and honoring their desires and wishes than meeting their own needs and desires.

Characteristics of a low Factor E score may include:

- Tend to be compliant
- Feel that other people are uninterested in their feelings
- Demonstrate passive-aggressive behaviors

**Extremely low scorers (1-2):**

Their desire to avoid conflict is so great that they do not express their ideas because they don't want to make people angry or offend. They often become "martyrs" and allow people to take advantage of them. Or, they are so careful to avoid conflict that they suppress their needs, allowing anger to build up which may be expressed in unhealthy ways including taking it out on others.

**DESCRIPTORS FOR FACTOR E (DOMINANCE)**

<b>LOW</b>	<b>HIGH</b>
Deferential, cooperative	Dominant, assertive
Easily led, considerate	Forceful, competitive
Adaptable, accommodating	Controlling, persuasive
Modest, humble, self-effacing	Authoritative, stubborn
Diplomatic, avoiding conflict	Demanding, headstrong
Submissive, docile	Aggressive, outspoken
Obedient	Rebellious, bossy
Passive	Willful

## How the Other 16PF Factors (Primary Scales) Impact Factor E

When considering any factor on the 16PF Questionnaire, it is important to remember that correlations exist between factors. These correlations contribute to an individual's overall emotional resiliency and help us gain a true or clearer view of the individual.

People with a High E but a Low H (shy), a High O (insecure), or a Low Q2 (group-dependent) are not likely to show dominance in a social situations because they don't want to offend anyone. On the other hand, a High A (warmth), High I (sensitivity), and a Low L (trusting) are more considerate of other's feelings and needs and their dominance is expressed in terms of caring for others.

Factors that correlate with Factor E are Factor H (social boldness), Factor L (vigilance), and Factor Q1 (openness to change). These factors make up the Independence Score on the Global Factor Scale.

## Occupational Impact

Individuals with high Factor E scores are often in management positions that influence the direction, goals, ideas, and projects of an organization such as marketing, executive, lawyer, principal, scientist, engineer, military officer and athlete.

Low Factor E scorers are more typically found in more solitary occupations such as farmer, machine operator, bookkeeper, and clerical worker.

## For more information, please contact The Executive Group

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