Executive Performance on the Rorschach Comprehensive System

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Publications are rare concerning the use of the Rorschach in the personnel selection process. The main reason is that there are instruments that are quicker and more practical for making a contingency selection, where measurement of the global functioning of the personality is of little interest and attention falls on abilities and skills directly related to the functions of the professional activity. However, this practice has not proved to be very effective for high level positions, where the complexity of functions also requires a more complex evaluation.

The examination of the annals of the last three national Rorschach congresses and the last two international Rorschach congresses (in Amsterdam in 1999 and Rome in 2002) reveals no papers about the use of the Rorschach in executive selection except for a study of an executive with a high DEPI (depression) index presented at the Second Brazilian Rorschach Congress in Porto Alegre in 2000 (Güntert & Nascimento, 2000).

However, neither in Brazil nor abroad is it a rare event to receive a Rorschach request for candidates for positions in the upper corporate hierarchy – the so-called executive positions. This practice has spread since the 1960s when the most classic and complete work about executive evaluation with the Rorschach appeared. In 1963, Piotrowski and Rock published The Perceptanalytic Executive Scale where they present positive and negative traits for a successful executive and propose an evaluation scale of Rorschach indicators that can predict professional success. Along with many other researchers, the authors assert that personality factors are more important than technical expertise in determining success and, in an extensive review of the literature, they show that the most commonly cited traits for successful executives are: ambition and intense desire to achieve; ability to make decisions; assertive-
ness; practicality; ability to work efficiently in frustrating conditions; ability and desire to include others in solving problems; ability to question his/her own positions and decisions in an objective fashion; ability to express hostility with tact; ability to set realistic targets; have varied tastes; “ability to work most of the time at a dizzying pace and sometimes with the reflection and calm of a Buddhist monk” (p. 4); interest in others; ability to deal with concrete and abstract problems; ability to be cautious or bold depending on circumstances; ability to take positions; initiative; predictive capacity; security; emotional stability; honesty; integrity; dedication; objectivity and cooperation.

Among the undesirable traits are a lack of intelligence; lack of interest in controlling others; emotional immaturity; lack of self-confidence; lack of flexibility to accept novelty; lack of ability to think with speed and precision; lack of confidence in others and egocentricity.

Piotrowski and Rock’s evaluation scale for the desirable personality characteristics is: (1) human movement responses that express self-confidence, determination, energy, dynamism and cooperation, but movement responses that reflect passivity, contemplation, or downward actions like descending and lying down, and movements frustrated or paralyzed by opposing forces are graded negatively; (2) animal movement responses of large quadrupeds with the whole body in motion pursuing prey or eating, but negative connotations are given to small species, and to animals that are weak and submissive to superior forces; (3) elaborated global responses, and a number of global responses greater than 20; (4) space responses more than two; (5) good human movement responses more than three; and (6) weighted sum of color responses greater than five.

Piotrowski and Rock’s indicators translate into the Comprehensive System as: W; Zd; XA% and X-%; D and AdjD; CDI; EGO index; M:FM:m ratio; active:passive ratio; COP and AG.

During my work with the Rorschach Psychodiagnostic, I have had an opportunity to evaluate executives for some multinational companies. In these companies turnover is high, especially at the upper levels of administration, where the orientation is to seek professional experience in companies with different profiles and different market strategies. Executives are expected to remain with a firm for 5 or 6 years, enough to introduce new techniques, implement new directions, establish goals, organize teams, etc., and then to go back on the market in search of new challenges and job offers.

During the interviews, some executives showed discomfort when they told me they had worked in the same firm for many years – meaning that...
they were outside the current corporate dynamic, or would have limited experience. On the other hand, others were proud of their accomplishments in different large companies, while appearing at the same time tired and anxious about being perceived as obsolete by a culture that values continual turnover as the means for innovation and updating.

When I performed the tests on these people, I noted how far most of them were from the characteristics expected from the literature; few of them fit into the profile of a successful executive described by Piotrowski and Rock (1963), which is still largely in vogue.

In the more recent literature about executives there is both an appreciation of the characteristics of personality as a whole (Lyons, 2002) when the placement or orientation of professionals in this category is involved, as well as some aspects that do not immediately appear to favor professional performance. In an article in *Exame* magazine titled *Beyond Your Own Limit (Além do Próprio Limite)* Wagner Gattaz (apud Diniz, 2002) states that “we see that the pressure for results and the exemplary role that they must play in organizations subjects executives to constant stress, where the more predisposed are more than apt to become depressed.” Later the article refers to false corporate heroes who try to sidestep the loneliness, the fatigue, the lack of concentration and loss of productivity, as well as the malaise and negative thinking typical of depression, which results great losses in earnings and productivity.

Lyons (2002) discusses her experience in training executives using the TAT, among other methods, to help them understand themselves. Through the TAT this author points out the presence of depressive images as well as themes of passivity, denial mechanisms, and a general predominance of unimaginative, predictable stories that are more descriptive than associative. The author concludes that the executive’s professional role distances him from his own feelings and from any real or deep contact with others.

O’Roark (2002) confirms the expected profile of the executive with a background of the triad of vision, motivation, and action as the dimensions of his productivity, also indicating his ability to relate to colleagues and subordinates by listening to them, supporting them, and motivating them. This author also comments on the depression that executives are subject to and other emotional problems derived from the drive to win at any cost, or perfectionism.

Thus, in my experience in the selection and orientation of executives, I found that despite successful professional careers (verified by the selection interviews), many presented negative Rorschach indicators that
would not predict their success. All of them came through the recommendation of companies that sent them after previous interviews and examinations of their *curriculum vitae*, with only the best qualified taking the test.

**Method**

The study involved 20 Rorschach protocols of executives, all of them employed but in competition for positions as directors of international or multinational companies. They were assessed as part of the selection process, according to Exner’s Comprehensive System.

To be sure that the values obtained through the classification of responses were determined in a reliable fashion, we developed an analysis of the degree of coding agreement among professionals trained in the coding criteria of the Comprehensive System. Thus, in the first stage of the study, a revision of the classification of the protocols in the Comprehensive System was performed and five protocols were selected to be classified by an independent judge to verify interrater agreement. According to Exner (1995), recoding of all the protocols is not necessary, but 20% to 25% should be randomly selected to be recoded by an independent professional, who should be blind as to the protocol group of origin. For the classifications to be considered valid, agreement of no less than 80% is required. In the first check on reliability, using the Kappa index and the SPSS program, we did not get a sufficient degree of agreement, in that the average was about 75%. This led us to carry out a new revision of the classifications, some corrections were made, and five other protocols from among those not used before were randomly selected and a third judge made another independent classification. This time the analysis of agreement gave an average of 85%. In the two recodification processes, disagreements were discussed until we arrived at a consensus.

For analysis of variables, we highlighted the indicators in the Comprehensive System that correspond to the main positive characteristics described by Piotrowski and Rock (1963), as well as those aspects that attracted our attention in our practice during professional selection. Thus, the analysis was focused on the following data:

– R and Lambda;
– Number of W;
Results

Statistics describing the group were generated using the RIAP-4 program.

In an overview of the 20 protocols, we can see that 50% present a high CDI index, indicating difficulties in relationships and in facing social demands, and 50% present a DEPI index greater than or equal to five, revealing low levels of self-esteem and little emotional vitality (just one of them was unemployed at the time of the test). Just 6 out of 20 (30%) are free of these indexes. A selection of variables is presented in Table 1.

Discussion

Comparing these data with the Brazilian normative sample (Nascimento, 2000) the executive group shows: reasonable number of R; Lambda a little bit lower; higher W; higher S and S–; higher Zf, however lower Zd; lower AdjD; good XA% and acceptable X-%; higher Popular, higher M, but also M and p > a, higher COP as well as H, however PHR > GHR; higher Ego and Food.
The analysis of movement responses reveals that just 4 subjects (20%) have $M > FM + m$. As to the color responses, just 7 (35%) show $FC > CF + C$, and 4 (20%) have $\text{SumC} = 0$. As to the EB, 9 (45%) are ambitent, 8 (40%) are introversive, and 3 (15%) are extratensive.

The high frequencies of D- and AdjD-, and Zd- (<–3 in 50%), high frequencies of FM, m, and passive movements represent undesirable characteristics in people in positions of decision. These data indicate a hasty attitude when analyzing facts, a tendency to draw rash and careless conclusions, intrusive thoughts that impair self-control and create a tendency toward impulsiveness, difficulties in attention, concentration, and perseverance in the face of obstacles, and immature and passive attitudes. Impulsiveness can be associated, significantly increasing the risk of error in making a decision (Exner & Sendin, 1999). On the other hand, in that Zd is a tri-dimensional variable, values of over +3 (found in one of the subjects) do not have a positive connotation in that they indicate uncertainty and wavering in reaching conclusions (Weiner, 2000).

Furthermore, 12 subjects (60%) showed an inadequate ratio between active and passive, – a surprising fact that according to Weiner (2000) occurs in only 1% of the American nonpatient population. This aspect reveals a tendency to a more passive attitude, expecting that others will solve the problem, and acting according to the desires of others, which can indicate that feeling uncomfortable as leaders and avoid responsibilities (Weiner, 2000). For Exner and Sendin (1999), passive dependency behavior is not always clearly expressed as overt behavior; a combination of other indicators is needed to reveal that characteristic. Therefore, the Food and Texture variables were checked for a better understanding of the data. Food responses are scarce in the general population but appear with an average and a mean of 1.00 in our sample, which is very significant in a group of people in positions of command and decision. Food responses were presented by 50% of the group, and in four individuals the food responses were accompanied by a < p, and two of those also showed an association with $T > 1$, a triad indicating dependency.

Concerning the AdjD, 55% of our sample presented a negative score – meaning lack of resources for coping in stress situations and little ability to confront new problems. The AdjD is derived from the D indicator that refers to more situational experiences of stress. Thus, although the majority of our subjects were living in a stress situation because of circumstances related to the job hunt, getting ahead at work, and the evaluation itself, the AdjD reduces these circumstantial strains
and reveals the individual’s resources for confronting problems in more neutral and customary situations. According to Weiner (2000), the greater the negative value of the AdjD, the greater the probability that the individuals will have a history of limited achievements and chronic psychological complaints (p. 145). Once again our results run counter-intuitive to what is expected from directors and leaders.

We then returned to the first finding that had caught our attention and led us into this study, that is, the high incidence of DEPI. The presence of DEPI greater than or equal to 5 in 50% of the group is also surprising in executives and directors. The DEPI index has a clear connotation of more endogenous depression, not reactive or circumstantial, and its meaning is associated with the feelings of pain and suffering implied in depression. This data was also found in an analysis done by Gattaz (2002) in Brazil, and by Lyons (2002) in the United States.

The CDI is also positive in 50% of the subjects, which means difficulties coping with complex social situations. The lack of relational skills can create adaptation problems, make people more vulnerable to stress, and is a precursor to secondary depression (Exner & Sendin, 1999).

Among the indexes, which we had not predicted, one that showed up strongly was the number of space responses – S. These responses with a value greater than 3 reflect oppositionist tendencies and aggressiveness that is manifested in making decisions and in negativist and obstinate ways to relate to others. In this case, aggressiveness is not necessarily expressed in aggressive behavior, this will depend on each person’s controls, but rather in the manner of seeing the world, understanding situations, and confronting the environment with feelings of rage. In our group, six individuals presented values of S > 3 and five showed S = 3, totaling 11 individuals. Exner and Sendin (1999) call attention to a more careful examination of the sequence of S responses, meaning that their concentration in the first three cards is likely to reveal more an opposition to taking the test than a character trait. However, notwithstanding the selection evaluation situation, none of the cases with unexpectedly high S showed this condition, i.e., none of them showed S only in the first three cards.

Finally, high egocentrism is shown by higher Pair responses related more to animal than to human responses, meaning narcissistic dependence, and immaturity more than perception of the other or empathy.
Conclusions

Our results do not match the profile expected for people in positions of command and leadership and are far from expectations contained in the literature. With the exception of the high number of responses, which denote high productivity, most of the indicators we found would not allow the prediction of professional success, especially as concerns characteristics of depression, relational deficit, and passive dependency. The fact that many among the executives examined had presented good curriculum vitae and were, thus, sent for the assessment, is interesting.

First, the literature shows that many executives constantly live in a situation of stress and this could be a precursor of depression. Even so, the relational deficiencies detected are still difficult to explain. As we are dealing with people with considerable experience in the labor market, perhaps the difficulties found are a result of life in a competitive field that generates discomfort and distrust in relationships. In addition, the exam conditions themselves may have provoked insecurity that reflected being evaluated by elements outside their control, which is not customary for people in positions of command.

We might say that these results show that the difference between these individuals and others is determined by high productivity and an intense acquisitive urge represented here by food responses, however, this is solely a supposition that needs more careful examination. In situations of extreme stress, an associated feeling of helplessness may be responsible for passivity and dependency findings, as expressed in a desire to be free of the intense responsibilities and pressures they are subjected to.

Thus, executive evaluation with the Rorschach turns out to be useful for detecting deeper aspects of personality hidden by a professional mask developed through years of living in a competitive and demanding market.

Our hypothesis is that these executives are able to perform reasonably adequately thanks to their good reality contact, good interaction with outer world demands, and social adequacy. Dependency and cooperation may help them to create a good team of collaborators, which could compensate for their personality limitations and would probably function as their psychological support.
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References


Summary

The Rorschach request for candidates for positions in the upper corporate hierarchy – the so-called executive positions – has become a usual practice since the 1960s when the most classic and complete work about executive evaluation with the Rorschach appeared. The most commonly cited traits for successful executives are: ambition and intense desire to achieve; ability to make decisions; assertiveness; practicality; ability to work efficiently in frustrating conditions; ability and desire to include others in solving problems; ability to question his/her own positions and decisions in an objective fashion; ability to express hostility with tact; ability to set realistic targets; have varied tastes; “ability to work
most of the time at a dizzying pace and sometimes with the reflection and calm of a Buddhist monk” (p. 4); interest in others; ability to deal with concrete and abstract problems; ability to be cautious or bold depending on circumstances; ability to take positions; initiative; predictive capacity; security; emotional stability; honesty; integrity; dedication; objectivity and cooperation. The study involved 20 Rorschach protocols of executives, all of them employed but in competition for positions in the direction of international or multinational companies, which were assessed as part of the selection process. The results do not match the profile expected. The high frequencies of Zd < -3 given by 10 executives (50%) show a hasty attitude for analyzing facts and a tendency to draw rash and careless conclusions, which increases the risk of error in making a decision. Furthermore, 7 subjects (35%) showed a high p, which reveals a tendency to a more passive attitude, expecting that others will solve the problem, and acting according to the desires of others, which can indicate feeling uncomfortable as leaders and avoiding responsibilities. In addition, 50% of the group presented Fd responses, and in four of them (20%) the food responses were accompanied by a < p, and two of them also showed an association with T > 1, a triad indicating dependency. Concerning the AdjD, 55% of our sample presented a negative score – meaning lack of resources for coping in stress situations and little ability to confront new problems. There is a high incidence of DEPI. The presence of DEPI greater than or equal to 5 in 50% of the group is surprising in executives and directors. The CDI is also positive in 50% of the subjects, which means difficulties coping with complex social situations. The lack of relational skills can create adaptation problems, make people more vulnerable to stress, and is a precursor to secondary depression. In the group, six individuals presented values of S > 3, five showed S = 3, and none of them showed S only in the first three cards. These data reflect oppositionist tendencies and aggressiveness that is manifested in making decisions and in negativist and obstinate ways of relating to others, or the manner of seeing the world, understanding situations, and confronting the environment with feelings of rage.

With the exception of the high number of responses, which denote high productivity, most of the indicators we found would not allow the prediction of professional success, especially as concerns characteristics of depression, relational deficit, and passive dependency. The fact that many among the executives examined presented rather good curriculum vitae and were, thus, sent for the assessment, is interesting.
L'utilisation du Rorschach dans la sélection des candidats à des places supérieures dans la hiérarchie de grandes entreprises est une pratique habituelle depuis 1960. Les traits le plus communément cités pour les cadres prospères sont: ambition et intense désir d’accomplir; capacité de prendre des décisions; assurance; sens pratique; capacité de travailler efficacement sous contraintes; capacité et désir d’inclure des autres au procès de résolution des problèmes; capacité de se questionner et de prendre décisions dans de manière objective; capacité d’exprimer l’hostilité avec tact; capacité de fixer des buts réalistes; avoir des goûts variés; capacité de travailler; sens de l’initiative; capacité prévisionnelle; sécurité; stabilité émotion; honnêteté; et enfin, intégrité. L’étude a porté sur l’analyse de 20 protocoles de Rorschach de cadres supérieurs en compétitions pour des postes élevés au sein d’entreprises internationales ou multinationales. Le Rorschach a été administré dans le processus de la sélection. Les résultats n’égalent pas le profil attendu. Les hautes fréquences de Zd < –3 ont donné par 10 cadres (50%) ce que démontre une attitude hâtive pour analyser des faits, tendance à tirer des conclusions irréfléchies qui augmentent le risque d’erreur au moment de prendre une décision. En outre, 7 sujets (35%) ont montré un taux de réponses passives (p) élevé, ce qui révèle une tendance à une attitude plus passive, dans l’attente que d’autres résoudront leur problème. Cela peut aussi suggérer une difficulté à accepter des responsabilités. De plus, 50% du groupe ont présenté des réponses Fd. Dans quatre cas (20%), les réponses “nourriture” ont été accompagnées par un p > a, et deux d’eux ont aussi montré une association avec T > 1, une triade qui indique la dépendance. Cinquante-cinq pourcent de notre échantillon ont présenté un score AdjD négatif – signifiant un manque de ressources pour faire face à des situations du stress et une faible capacité à affronter de nouveaux problèmes. Un DEPI élevé est observé dans l’échantillon. La présence de DEPI plus grand ou égale à 5 dans 50% du groupe est très surprenante dans une population de cadres supérieurs et directeurs. Le CDI est aussi positif dans 50% des sujets ce que signifie des difficultés à faire face dans des situations sociales complexes. Le manque de compétences relationnelles peut créer des problèmes d’adaptation, rendre gens plus vulnérable au stress et être un précurseur à dépression secondaire. Dans le groupe, 6 individus ont présenté les valeurs de S > 3 et 5 ont montré S = 3. Ceci représente 11 individus présentant un taux
significatif d’utilisation des espaces blancs dans leur réponses (et pas seulement aux trois premières planches). Ces données reflètent des tendances oppositionnelles et un caractère agressif qui sont manifestés au moment de prendre des décisions ainsi que une façon négativiste et obstinées d’être en rapport avec les autres, de voir le monde et d’affronter l’environnement avec une sensation de rage. À l’exception du haut nombre de réponses qui dénotent la haute productivité, la plupart des indicateurs que nous avons trouvé n’autoriseraient pas la prédiction de succès professionnel, surtout à cause des caractéristiques de dépression, déficit relationnel et dépendance passive; malgré le profil exceptionnel et intéressant des sujets examinés.

Resumen

Solicitar un Rorschach de candidatos a puestos de alto nivel en la jerarquía de las empresas (los llamados cargos ejecutivos) es una práctica que encuentra respaldo desde la década de los 60, cuando surgió la más clásica y completa obra sobre evaluación de ejecutivos. Se acostumbra destacar que factores de la personalidad son más importantes en la determinación de éxito que la capacitación técnica y los aspectos más comúnmente citados como típicos del ejecutivo de éxito son: condición e intenso deseo de realización y capacidad de decisión; practicidad; habilidad para trabajar eficientemente en condiciones frustrantes; habilidad y deseo para incluir a otros en la solución de problemas; habilidad para cuestionar sus propios juicios y decisiones en forma objetiva; habilidad para expresar hostilidad con tacto; habilidad para establecer metas realistas; tener gustos variados; habilidad para trabajar la mayor parte del tiempo en ritmo de gran intensidad pero con calma, demostrando en determinados momentos interés por los demás; capacidad para manejar problemas concretos e abstractos; habilidad para ser conservador o arriesgado dependiendo de las circunstancias; capacidad de juicio e iniciativa; capacidad de precisión y seguridad; estabilidad emocional; honestidad; integridad; dedicación; objetividad y cooperación. Fueron estudiados 20 protocolos de ejecutivos, todos ocupando o disputando cargos de director de empresas internacionales y multinacionales, examinados por motivo de selección. Los resultados obtenidos sorprenden por el distanciamiento del papel esperado. Valores de Zd inferiores a -3, obtenidos por 10 de los individuos estudiados (50%), reflejan una
actitud apresurada de análisis de los hechos, bien como la tendencia a sacar conclusiones precipitadas y menos eficaces. Los valores de p están aumentados en el grupo y 7 individuos (35%) revelan un valor de p mayor que a. Tal distribución denota una tendencia a adoptar una actitud más pasiva y de expectativa y de abdicar en sus elecciones a favor de las elecciones de los demás, sin sentirse bien como líderes, librándose de responsabilidades. Verificamos incluso que el 50% presentaron respuestas de Fd y que en 4 de esos casos (20%) las respuestas de alimento vinieron acompañadas de un a < p. Dos individuos (10%) presentaron además la asociación con T > 1, trio innegablemente indicador de dependencia. Encontramos valores negativos de AdjD en 55% de nuestros individuos, significando pocos recursos para tratar con situaciones de tensión y poca habilidad para enfrentar situaciones nuevas. Hubo alta incidencia de DEPI. Aparecieron 10 casos con una frecuencia de DEPI igual o superior a 5, lo que no sería de esperarse entre ejecutivos y dirigentes. El CDI también fue registrado con valores positivos en 10 individuos. Las dificultades para enfrentar situaciones sociales más complejas y dificultades de relacionamiento se evidencian en la presencia de ese indicador. La falta de habilidades para relacionarse puede crear dificultades de adaptación, torna las personas más vulnerables al estrés y es precursora de depresión secundaria. Seis individuos presentaron valores de S > 3 y cinco presentaron S = 3, totalizando 11 individuos. Ninguno de ellos presentó concentración de los S en las tres primeras planchas. Eso refleja tendencias de oposición y agresividad que se manifiestan en la toma de decisiones y en un modo negativo y obstinado de relacionarse con los demás, en la forma de ver el mundo, comprendiendo las situaciones y enfrentando el ambiente con sentimientos de rabia. A no ser por el elevado número de respuestas, que denota alta productividad, encontramos en gran parte indicadores que no permitirían prever éxito profesional, principalmente en relación a las características de depresión, déficit de relacionamiento y las características pasivo dependiente. Por otro lado, frente al hecho de que muchos de los ejecutivos examinados presentaban currículus considerablemente buenos y por eso mismo fueron encaminados para el examen, tenemos que preguntarnos sobre las posibles razones de tales resultados.
Resumo

A solicitação de um exame por meio do Rorschach de candidatos a postos de alto nível na hierarquia das empresas – os chamados cargos executivos – e a prática que encontra respaldo desde a década de 60, quando surgiu a mais clássica e completa obra sobre avaliação de执行utivos com o Rorschach. Habitualmente, os fatores de personalidade são considerados mais importantes na determinação de sucesso do que a capacidade técnica e os traços mais comumente citados como típicos do executivo de sucesso são: ambição e intenso desejo de realização; capacidade de decisão; assertividade; praticidade; habilidade para trabalhar eficientemente em condições frustrantes; habilidade e desejo para incluir os outros na solução de problemas; habilidade para questionar os próprios julgamentos e decisões de forma objetiva; habilidade para expressar hostilidade com tato; habilidade para estabelecer metas realísticas; ter gostos variados; “habilidade para trabalhar a maior parte do tempo em ritmo alucinado e algumas vezes com a reflexão e calma de um monge budista” (sic pg 4); interesse pelos outros; capacidade de lidar com problemas concretos e abstratos; habilidade para ser conservador ou arrojado dependendo das circunstâncias; capacidade de julgamento; iniciativa; capacidade de previsão; segurança; estabilidade emocional; honestidade; integridade; dedicação; objetividade e cooperação. Foram estudados 20 protocolos de executivos, todos ocupando ou concorrendo a cargos de diretoria de empresas internacionais ou multinacionais, examinados por motivo de seleção. Os resultados obtidos surpreendem pelo distanciamento do que era esperado. Valores de Zd inferiores a –3, obtidos por 10 de nossos sujeitos (50%) refletem uma atitude apressada de análise dos fatos, bem como a tendência tirar conclusões precipitadas e menores eficazes. A impulsividade pode estar associada a esse tipo de resultado aumentando significativamente a possibilidade de erro na tomada de decisão. Os valores de p estão mais aumentados no grupo do que seria de se esperar na população geral e muito menos em pessoas em posição de liderança. Constatamos que 7 indivíduos (35%) revelam um valor de p e tal distribuição denota uma tendência nesses indivíduos de adotarem uma atitude mais passiva e de expectativa de que as soluções dos problemas partam da iniciativa dos outros, costumam abdicar de suas escolhas em favor das escolhas dos outros e a agir conforme o desejo dos outros, não se sentem bem como líderes e eximem-se de responsabilidades. Verificamos ainda que 50% apresentaram re-
respontas de alimento e que em 4 desses casos (20%) as respostas de alimento vieram acompanhadas de um a < p e dois indivíduos (10%) apresentaram ainda a associação com T > 1, trio inegavelmente indicador de dependência. Encontramos valores negativos de AdjD em 55% dos nossos indivíduos, significando poucos recursos para lidar com situações de tensão e pouca habilidade para enfrentar situações novas. Apareceram 10 casos com uma frequência de DEPI igual ou superior a 5, o que não seria de se esperar entre executivos e dirigentes. O CDI também foi registrado com valores positivos em 10 indivíduos. As dificuldades para enfrentar situações sociais mais complexas e dificuldades de relacionamento se evidenciam na presença desse indicador. A falta de habilidades relacionais pode criar dificuldades de adaptação, torna as pessoas mais vulneráveis ao estresse e é precursora de depressão secundária. Seis indivíduos apresentaram valores de S > 3 e cinco apresentaram S = 3, totalizando 11 indivíduos e nenhum deles apresentou S apenas nas três primeiras pranchas. Isso reflete tendências oposicionistas e agressividade que se manifestam na tomada de decisões e num modo negativista e obstinado de se relacionar com os outros, compreendendo as situações e enfrentando o ambiente com sentimentos de raiva. A não ser pelo número de repostas elevado, que denota alta produtividade, encontramos em grande parte indicadores que não permitiriam prever sucesso profissional, principalmente no que diz respeito as características de depressão, déficit relacional e as características passivo dependentes. Por outro lado, face ao fato de que muitos dentre os executivos examinados apresentavam currículos consideravelmente bons e por isso mesmo foram encaminhados para o exame, temos que nos indagar sobre as razões de tais resultados.