

**CONFIDENTIAL**



# **Profile Evaluation System™**

**Prepared for:  
LMI Canada Inc.**

**Profile Hiring Report  
ON**

**John Sample**

**Regarding the position of:  
Assistant Store Manager**

**Normative Pattern Used:  
Entry Level Manager**

**Prepared by:**

LMI Canada Inc.

205 Matheson Blvd East., Unit 15  
Mississauga, Ontario  
L4Z 3E3

**October 26, 2009**

Name: John Sample

Normative: Entry Level Manager

Position: Assistant Store Manager

**Mental Aptitudes**

DIMENSION	DESCRIPTION	Stanine									DESCRIPTION
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Business Terms	A2 low				4						high
Memory Recall	A3 low					5					high
Vocabulary	A4 low word knowledge						6				high vocabulary
Scanning Accuracy	A5 low perception								8		high perception
Mechanical Interest	A6 low									9	high

**Personality Dimensions**

DIMENSION	DESCRIPTION	Stanine									DESCRIPTION
		1	2	3	4	5	6	7	8	9	
Nervous Tension	D1 restless							7			calm
Character Strength	D2 flexible									9	traditional
Work Habits	D3 spontaneous			3							plans ahead
Sociability	D4 reserved		2								outgoing
Emotional Maturity	D5 impatient					5					tolerant
Dominance	D6 cooperative					5					assertive
Competitiveness	D7 team oriented							7			winning oriented
Stamina	D8 sensitive								8		tough minded
Naivete	D9 trusting									9	skeptical
Motivation	D10 security					5					recognition

**Validity Scales**

DIMENSION	DESCRIPTION	Stanine									DESCRIPTION
		1	2	3	4	5	6	7	8	9	
Distortion	V1 very frank		2								exaggerates
Equivocation	V2 low			3							high

Name: John Sample  
 Position: Assistant Store Manager

Normative: Entry Level Manager

Summary

Validity Scale Number 1 Frankness <div style="border: 1px solid black; padding: 2px; display: inline-block;"><b>90%</b></div>		Validity Scale Number 2 Equivocation <div style="border: 1px solid black; padding: 2px; display: inline-block;"><b>90%</b></div>		Recommendation Norm Suitability Score <div style="border: 1px solid black; padding: 2px; display: inline-block;"><b>75%</b></div>	
Special Messages None computed.					
Hiring Combinations		Hiring Questions		Dimensions found outside Normative Patterns	
MID & HIGH A1 HIGH D2 HIGH A1 (HIGH D1 or HIGH D5) HIGH A1 MID & HIGH D1 LOW D3 HIGH A1 A5 LOW D3 HIGH A1 HIGH D1 D7 MID D5 HIGH D2 D8 HIGH D2 D9 LOW D3 D4 HIGH D8 D9 HIGH D7 D8 D9 LOW D4 HIGH D7		High D1 High D2 Low D3 Low D4 High D7 High D8 High D9		D1 Nervous Tension D2 Character Strength D3 Work Habits D4 Sociability D8 Stamina D9 Naivete D10 Motivation	
Compute Job History and Interview Results for the areas below. Sum the three scores to obtain the final results.					
Job History		Interview results		Norm Suitability	
<div style="border: 1px solid black; width: 80px; height: 20px;"></div>		<div style="border: 1px solid black; width: 80px; height: 20px;"></div>		<div style="border: 1px solid black; padding: 2px; display: inline-block;"><b>75%</b></div>	
				Final Results <div style="border: 1px solid black; padding: 2px; display: inline-block;"><b>/300</b></div>	

Name: John Sample  
Position: Assistant Store Manager

Normative: Entry Level Manager

### Validity and Recommendation

The validity scores of John Sample's Profile Evaluation reflect his attitude toward test taking. The first score is distortion, which was designed to measure John's frankness in reporting information about himself. The second score is equivocation, which measures the extent of his acceptance of the test taking task of choosing extremes, which are in most instances polar opposites. Too many "in between" or "neutral" responses would impair the statistical accuracy of John's test. If either validity scale falls below 80% the accuracy of the results would be reduced and this report would be considered invalid.

Validity Scale Number 1  
Frankness **90%**

Validity Scale Number 2  
Equivocation **90%**

The objective of this profile evaluation is to measure John Sample's job suitability as a Entry Level Manager. Mr. Sample's recommendation score has been measured against your Entry Level Manager job normative pattern, then displayed as a percentage of job suitability. If you have several candidates for this position, you may wish to use the recommendation as a guide for comparison.

Recommendation  
Norm Suitability Score **75%**

Any score falling under 70% could suggest that other factors of Mr. Sample's candidacy as Entry Level Manager should be considered as well. The other two-thirds of the selection process, 1) the confirmed Known Factors and 2) your determination of Team Compatibility during a series of interviews, should carry an equal value to this profile. Any decision should be based equally on all three areas.

#### NOTE:

When properly implemented and utilized in conjunction with other hiring and interviewing tools, this profile will strengthen the employer's position to ensure that applicants and employees are treated fairly without regard to race, color, religion, sex, or national origin. Achievement Tec., Inc. will defend the validation of the profile evaluation Program system™ booklet's contents.

This report is confidential. It is an opinion based on test results and other available data. The accuracy of the scoring input for these test results are the responsibility of the client. Leadership Management®, Inc. accepts no responsibility when given incorrect information.

Name: John Sample  
 Position: Assistant Store Manager

Normative: Entry Level Manager

**Hiring Combinations**

In most profile evaluation results there exists a series of combinations derived from the relationship between seemingly unrelated traits of our personality and mental attitudes. Often these combinations provide a more accurate indication of the individual than just the scores by themselves. In fact, strengths in some dimensions may compensate for weaknesses in others. Of course the opposite may also be true, which means that a negative combination may offset a

Hiring Combination for: **MID & HIGH A1 HIGH D2**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Character Strength	D2 flexible									9	traditional

Even with this higher score in Mental Alertness, you may have found John Sample to be set in his ways and slow to respond to change. He usually will hate to make mistakes and will stick to the tried and true. As a result, John may be difficult to communicate with at times.

Hiring Combination for: **HIGH A1 (HIGH D1 or HIGH D5)**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Nervous Tension	D1 restless							7			calm
Emotional Maturity	D5 impatient					5					tolerant

With this higher score in Mental Alertness, and the balance in both Emotional Maturity and Nervous Tension, John Sample could be successful as an Entry Level Manager.

**LMI Canada Inc.**

**Name: John Sample**  
**Position: Assistant Store Manager**

**Normative: Entry Level Manager**

Hiring Combination for: **HIGH A1 MID & HIGH D1 LOW D3**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Nervous Tension	D1 restless							7			calm
Work Habits	D3 spontaneous			3							plans ahead

With this combination you may have found John Sample becomes bored very easily. It may be best that John has several things on the go to keep his job interesting. You may also increase the workload in his position.

Hiring Combination for: **HIGH A1 A5**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual							7			rapid
Scanning Accuracy	A5 low perception								8		high perception

John Sample has the excellent ability to unify sensations and perceptions into meaningful composites - a process called closure. As a result, he will input and process data more expediently as well as put concepts and situations into perspective quickly. This combination indicates a probability that John handles mathematical calculations very well.

Hiring Combination for: **LOW D3 HIGH A1**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Work Habits	D3 spontaneous			3							plans ahead
Mental Alertness	A1 gradual							7			rapid

This combination of scores indicates John Sample is a quick thinker and is able to think "on his feet."

Name: John Sample

Normative: Entry Level Manager

Position: Assistant Store Manager

Hiring Combination for: **HIGH D1 D7**

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Nervous Tension	D1 restless									7		calm
Competitiveness	D7 team oriented									7		winning oriented

With this Nervous Tension score, John Sample's Competitiveness should compensate for his calmness, enabling the accomplishment of set objectives. If this is not the case, perhaps a discussion with John about his low energy drive should take place, and a goal-setting program instituted.

Hiring Combination for: **MID D5**

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Emotional Maturity	D5 impatient					5						tolerant

If John is under 29 years, he is perhaps too tolerant and should be asked these questions: Which do you prefer: a flexible schedule or strict deadlines? Why? When a crisis situation arises, do you leap into action or do you study the situation first? If John Sample is over 50, he is likely an impatient person. Try these questions on him: Do noise and other distractions bother you when you are trying to concentrate? Do co-workers frustrate you when you are working on a difficult project?

Hiring Combination for: **HIGH D2 D8**

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Character Strength	D2 flexible										9	traditional
Stamina	D8 sensitive										8	tough minded

John Sample is a very rigid and tough-minded Entry Level Manager and therefore may lack the orientation to see and recognize color, art, and conceptual form. As a result he would not be expected to be aesthetically creative. Assistance in the preparation of documents and correspondence would be beneficial. John is probably not creative and may require help in the presentation and packaging aspects of his position.

**LMI Canada Inc.**

**Name: John Sample**  
**Position: Assistant Store Manager**

**Normative: Entry Level Manager**

Hiring Combination for: **HIGH D2 D9**

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Character Strength	D2 flexible										9	traditional
Naivete	D9 trusting										9	skeptical

With this combination, John Sample may be hypocritical, tending only to pay lip service to some traditional rules and regulations. John may have to be reminded occasionally to work within the guidelines set out. A strong job description may prove worthwhile. Also, when given the opportunity to curb their disbelief, skeptics can often see things from new or different perspectives.

Hiring Combination for: **LOW D3 D4 HIGH D8 D9**

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Work Habits	D3 spontaneous			3								plans ahead
Sociability	D4 reserved		2									outgoing
Stamina	D8 sensitive								8			tough minded
Naivete	D9 trusting										9	skeptical

If John Sample is expected to work with people to any extent you may experience difficulties. John will prefer to work with details and tasks rather than with others. However, in his position we would expect John to be quite accurate and detail-oriented. If the "people contact" is kept to a minimum John will probably be quite effective.

**LMI Canada Inc.**

**Name: John Sample**  
**Position: Assistant Store Manager**

**Normative: Entry Level Manager**

Hiring Combination for: **HIGH D7 D8 D9**

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Competitiveness	D7 team oriented									7		winning oriented
Stamina	D8 sensitive										8	tough minded
Naivete	D9 trusting										9	skeptical

A competitive, tough-minded, and highly suspicious nature could indicate that John Sample may be insensitive toward the feelings of others. You may encounter a stubborn attitude at times as well as strong convictions for things that John truly believes in. Although this approach to his Entry Level Manager function may be desirable, it may be wise to occasionally remind John of this very strong personality trait.

Hiring Combination for: **LOW D4 HIGH D7**

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Sociability	D4 reserved		2									outgoing
Competitiveness	D7 team oriented									7		winning oriented

This combination of scores indicates that although John enjoys competition, he is not a gregarious person by nature.

Name: John Sample  
 Position: Assistant Store Manager

Normative: Entry Level Manager

### Hiring Questions

The following are sample interview questions that can be used as a guide in your preparation for John Sample's final interview.

The profile Evaluation has identified those personality dimensions scores which fall both outside the normative pattern or in the extreme ranges (1,2,3 or 7,8,9).

These areas need further investigation or clarification to help determine John's suitability as Entry Level Manager.

#### High D1

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Nervous Tension	D1 restless								7			calm

How do you handle stress?

In which sports or other physical recreation do you participate?

Would you characterize yourself as placid or composed? Why?

#### High D2

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Character Strength	D2 flexible									9		traditional

How do you feel when someone breaks a promise to you?

How does it affect you when others see things differently?

What do you think about changes to the work place?

#### Low D3

Dimension	Description	Stanine									Description	
		1	2	3	4	5	6	7	8	9		
Work Habits	D3 spontaneous			3								plans ahead

What value do you put on job descriptions or standard practice documents?

Why do people miss appointments? What do you think about missed deadlines?

Would you prefer to work in a very structured job? Why?

Name: John Sample  
 Position: Assistant Store Manager

Normative: Entry Level Manager

**Low D4**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Sociability	D4 reserved		2								outgoing

Have you ever taken a public speaking course? How did you enjoy it?

Tell me which associations or clubs you have been connected with? What was your involvement?

How much inter-personal contact do you need in your day-to-day job environment?

**High D7**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Competitiveness	D7 team oriented							7			winning oriented

If at work you found yourself with spare time, what typically would you do?

How do you feel about your accomplishments at work? In your leisure time?

What is your definition of winning?

**High D8**

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Stamina	D8 sensitive								8		tough minded

How do you handle a major set-back? How does it affect you?

If you have a preference, what type of vacations would you enjoy? Camping? Back-packing? Luxurious accommodations? Motels?

What is your personal philosophy when you have to make a difficult decision, particularly one dealing with other people?

Name: John Sample

Normative: Entry Level Manager

Position: Assistant Store Manager

High D9

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Naivete	D9 trusting									9	skeptical

How many people could you say that you really trust? Explain.

How do you feel about accepting information at face value?

To what degree do you feel your supervisors have been interested in your progression?

Name: John Sample  
 Position: Assistant Store Manager

Normative: Entry Level Manager

### Dimension Descriptions

#### A1: Mental Alertness

Areas tested in this category include reading and practical, deductive and logical reasoning. A low score in this area does not necessarily indicate an inability to learn, but the respondent may have to concentrate harder on some details

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mental Alertness	A1 gradual						7				rapid

John's Mental Alertness score indicates an astute Entry Level Manager who assimilates new information well on first exposure. John enjoys a mental challenge.

#### A2: Business Terms

Business Terminology measures knowledge and use of terms normally utilized in a business environment. A person's interest in business matters is normally reflected by this measurement.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Business Terms	A2 low				4						high

This FOUR in Business Terminology indicates John Sample has had moderate exposure to business and financially-related material. Should greater knowledge be needed, studying a Business Word Guide or business and trade journals will be helpful.

#### A3: Memory Recall

Memory Recall is designed to determine the extent to which the applicant knows and retains information on what is going on in the world around them. This measurement is not only indicative of a person's range of interests, but is also closely related to the applicant's observational skills, attention span, ability to concentrate, and desire to practice.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Memory Recall	A3 low					5					high

Possessing an average awareness of what goes on in the outside world and its effect on job environment, John Sample scored in the mid-range on Memory Recall. Should greater awareness be needed of competitive or economic trends, national news programs on TV will be helpful.

Name: John Sample  
 Position: Assistant Store Manager

Normative: Entry Level Manager

### A4: Vocabulary

This measurement tests the person's knowledge and use of vocabulary. With good vocabulary skills it is easier to understand, communicate, find solutions, command respect and motivate others. Additionally, a strong vocabulary promotes confidence in oral and written form when dealing with others.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Vocabulary	A4 low						6				high

John Sample's score in Vocabulary indicates he has an above-average mastery of communication in both oral and written form.

### A5: Scanning Accuracy

This measures the person's ability to handle matching numbers, symbols and signs. This aptitude further measures ability to identify critical features, and focus attention.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Scanning Accuracy	A5 low							8			high

This Perception score indicates John Sample has an exceptional ability to work rapidly and accurately with figures, invoices, numerical records and general data with a good awareness or perception of what is happening around him.

### A6: Mechanical Interest

The Mechanical Interest measurement is designed to quickly identify whether the person being evaluated is interested in mechanical devices. This is not a measure of aptitude but instead reflects the respondent's interest level. It measures whether a respondent will spend the time and put forth the effort to understand mechanical devices. For most positions, however, this dimension is not a critical one.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Mechanical Interest	A6 low								9		high

John Sample has a strong interest in learning about, working with, and explaining the operations of mechanical devices. This is a decided asset to the mechanically-oriented employer.

Name: John Sample  
 Position: Assistant Store Manager

Normative: Entry Level Manager

### D1: Nervous Tension

Nervous Tension stems from the combination of the person's genetic background, environment, and biochemistry. It is the innate energy level that the person exhibits, such as nervous tension, drive and energy.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Nervous Tension	D1 restless							7			calm

A SEVEN usually means that John Sample is a calm person preferring to work in the same area each day, rather than moving about a great deal. John will need to organize his time and check his progress in order to avoid procrastinating on the job.

### D2: Character Strength

Character Strength measures the strength of conscience in an individual. This is a subconscious dimension which governs behavior.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Character Strength	D2 flexible									9	traditional

Entry Level Managers scoring in this range are quite fixed in the way they feel and see situations and may be rule-oriented in their outlook and actions. John Sample prefers to have solid guidelines under which to operate. This rigid outlook can sometimes lead to inflexibility and the inability to adapt to changing situations.

### D3: Work Habits

This segment measures the person's attitudes about organization and how one's work is best performed. It is also indicative of the general outlook a person has concerning the necessity of planning one's work.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Work Habits	D3 spontaneous			3							plans ahead

John Sample may feel that planning is a waste of time and will not as a rule bother with it. Entry Level Managers who are spontaneous do not usually plan their time and activities; they prefer to flow with the tide in lifestyle and job performance, but are good improvisers who conform to circumstances as they arise. John will prefer to work on an erratic schedule and will require great latitude in his activities.

Name: John Sample  
 Position: Assistant Store Manager

Normative: Entry Level Manager

### D4: Sociability

Sociability measures the degree to which an individual has the desire and motivation to interact with others. Some people enjoy interaction with others, while other people would prefer very little interaction.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Sociability	D4 reserved		2								outgoing

John Sample's Sociability score indicates a reserved Entry Level Manager who is more object-oriented than people-oriented. John prefers working alone, rather than having to do a great deal of interfacing with people during the day. There is a tendency to internalize things and John would benefit from becoming more open and communicative of feelings and concerns.

### D5: Emotional Maturity

The Emotional Maturity dimension measures ego strength and as such is the key not only to emotional adjustment, but also to how well an individual deals with environmental and situational stress.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Emotional Maturity	D5 impatient					5					tolerant

If John age falls within the age group of mid-20's to mid 50's, scoring this FIVE in Emotional Maturity indicates John Sample is a person with a good sense of urgency concerning what must be done. While John handles action-oriented tasks promptly, there is a little tendency to become overly impatient for things to happen. If John's age is under 20 or over 60, the qualities ascribed to his Emotional Maturity score may be modified significantly by John's degree of workplace experience.

### D6: Dominance

Dominance carries the heaviest hereditary rating in the personality dimensions. It is the power dimension of personality and is primarily a measurement of self-assertiveness. This dimension can be augmented or modified through proper training and personal effort.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Dominance	D6 cooperative					5					assertive

From a Dominance standpoint, John Sample is an individual who can take control and maintain order when the need arises. John will state opinions, but will rarely argue when opposed by others. He can follow orders given by superiors without argument, and can manage equal levels of Dominance.

Name: John Sample

Normative: Entry Level Manager

Position: Assistant Store Manager

### D7: Competitiveness

This dimension measures the competitive nature of an individual. This competitive nature is environmentally produced. This measurement evaluates the person as an individual competitor, rather than as part of a team.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Competitiveness	D7 team oriented							7			winning oriented

A Competitive person, John's score depicts an individual who will not hesitate to compete against others and enjoys working alone. He is a goal setter who enjoys doing things which will reap greater personal gain and does not enjoy team-oriented tasks.

### D8: Stamina

Stamina refers to both physical and mental attributes and is a measurement of an individual's vigor or capacity for endurance. "Tender-minded" or "tough-minded" individuals result from their environmental influences.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Stamina	D8 sensitive								8		tough minded

This Stamina score indicates a tough-minded Entry Level Manager who handles negative events in a very objective manner. Seldom taking anything said personally, John Sample deals with others in a candid, straightforward manner. In extreme cases, John may be perceived as being uncaring.

### D9: Naivete

This dimension measures the worldliness of an individual. Extreme scores in this dimension may hamper job effectiveness.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Naivete	D9 trusting									9	skeptical

John will be shrewd and straightforward as he estimates the motives of others. At times John will probably be candid and attempt to discern all details in an interaction in order to adjust to it. These Entry Level Managers prove to be better diplomats by choosing their comments well and by being highly suspicious. However, he may create barriers and rarely trust anyone. It is unlikely that his NINE score would interfere with efficient Entry Level Manager performance.

Name: John Sample  
 Position: Assistant Store Manager

Normative: Entry Level Manager

**D10: Motivation**

Work Motivation is one of the most critical dimensions in the profile evaluation. It describes how a person can best be motivated, which is of primary concern to employers. This dimension outlines the rewards that the business establishment can most appropriately confer. These rewards should be, when possible, what particular individuals consider key to their lifestyles.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Motivation	D10 security					5					recognition

Needing some security within a position, this FIVE score also indicates John Sample responds well to added incentives such as praise or commissions. John dislikes constant change in his environment but will need some innovation and challenge.

**V1: Distortion**

This dimension measures the frankness of the respondent in reporting about himself. Certain questions interspersed through the Profile Evaluation System™ Booklet's Personality Section require the candidate to acknowledge his or her own weaknesses. It is assumed that if the individual answers these questions frankly, they will respond correspondingly to the other questions.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Distortion	V1 very frank		2								exaggerates

John Sample's responses on these particular questions are candid and frank. The majority of his answers will be true to his nature. John has a good deal of ego strength and confidence in himself and his personal attributes. John is willing and able to admit to human frailties, and will be fair in estimating his own strengths and weaknesses.

**V2: Equivocation**

This dimension measures the number of times an individual chooses the middle-of-the-road response (b), rather than either of the two extremes (a or c). It is assumed that the fewer middle-of-the-road responses given, the more accurate the Profile of the individual will be.

Dimension	Description	Stanine									Description
		1	2	3	4	5	6	7	8	9	
Equivocation	V2 low			3							high

A THREE score of Equivocation means John Sample has accepted the task of choosing extreme responses which are, in most instances, polar opposites. You will find John is secure and confident in the way he feels about himself and his relationship to his environment.