

# PERSONALYSIS<sup>®</sup>

## **Personalysis Technical Report #1: Theoretical Basis**

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February 21, 2023

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## **Purpose**

The purpose of this report is to explain the psychological theory upon which the design of Personalysis was based. It supports a series of technical reports that address the reliability and validity of the instrument. The reader is strongly encouraged to refer to those reports and invited to study other explanatory information via the Personalysis website to deepen understanding of the instrument's underlying theory and its use.

## **Introduction**

The Personalysis assessment was developed in the mid 1970's by James R. Noland, a behavioral scientist who specialized in management and organizational behavior. Noland was educated at Emory University, received graduate degrees from Yale University and New York University, and worked with the New York Institute for Psychological Research. While serving as a faculty member of the College of Business Administration at the University of Houston, he conducted research indicating that personality is a better predictor of success in the workplace than superior academic performance. He researched a wide array of sociological and psychological theories, tested important behavioral science principles, and developed the Personalysis Questionnaire and Report for use in the world of work. Personalysis integrates and updates the concepts of Freud, Berne, Maslow, MacLean, Jung, W.I. Thomas, and Lüscher.

## **Theory Relevant to the Instrument**

### **Individual Differences (The Colors)**

The Colors are a measure of individual differences. The Color designations are based on Jung, W.I. Thomas and inspired by Aristotelian temperaments and Lüscher-based color designations. Each Color family represents a series of traits that define and describe individual differences.

### *Jung*

According to Jungian personality theory, individuals differ in how they obtain, perceive, and process information, and then make decisions using that information. A central idea is that individuals have dominant attitudes that they demonstrate by their preferred focus of attention. Jung believed that combinations of attitude, perception, and judgment represented preferred patterns of behavior in individuals. Although Jung asserted that these individual differences are inborn,

Jung also acknowledged the possibility that personalities are shaped by social norms, expectations, and learned behavior.

Extraversion and introversion is the primary dichotomy that describes the way in which individuals direct their attention, or attitudes. Two psychological function dichotomies labeled sensing-intuition, and thinking-feeling, which represent the way in which individuals receive and process information and then make decisions, respectively. Jung's theory states that individuals possess aspects of all functions and attitudes, but that individuals will possess a dominant function from each dimension, as well as a dominant attitude of extroversion or introversion.

### *Thomas*

William I. Thomas is a lesser known personality theorist. He's most known for his publications in the early 1900's *The Polish Peasant* (1918–1922), *Old World Traits Transplanted* (1921), and *The Unadjusted Girl* (1924). Thomas was also an avid scholar studying the interplay between human motivation and situations. The study of this interplay led to the development of the Four Wishes – a categorization of personality types and what motivates those types. The Four Wishes include: the wish for new experience, security, recognition, and mastery. Noland recognized that these categories, and their relative descriptions, were complementary to the four Color types of Personalisis. For example, the desire for mastery is a type that has a “will to power” (Thomas, 1917), a focus on successful pursuit, the desire for ownership and control, and to dictate or direct. These characteristics are descriptive of Personalisis Red behaviors. It's important to note, however, that later in Thomas' work, this particular wish was replaced by the wish for response – a set of tendencies that are not directly related to a color family in the original design of Personalisis.

The wish for recognition is the desire to be a part of a community or group. It is the need to be accepted and to gain some social status within the desired group. It is a type that seeks “the recognition and esteem of his (or her) fellows (Colyer, p.262). The social aspects of this wish are most closely represented in Personalisis Yellow behaviors.

The wish for new experiences was the most fundamental in Thomas's framework. It intended to capture “curiosity and sustained by deep seated desire not to be restrained” (Colyer, p. 260). This propensity toward curiosity and independence is reflected in Personalisis Blue behaviors.

Unlike the wish for new experiences, the wish for security seeks to insulate, avoid, or evade risk. Someone with a prevalent desire for security may be guarded and conservative. This motivation to be safe and to warn others of potential risk is represented in Personalis Green behaviors.

### *Lüscher*

The work of Dr. Max Lüscher and his book *The Color Test* were the basis for color coding Personalis trait families. The Color Test was developed for the use of psychiatrists, psychologists, physicians and other professionals. Lüscher believed that one's personality could be determined based on color preference or choice. Although the validity of Lüscher's personality inventory has been debated, and Lüscher highlighted eight colors, the descriptions of the colors for red, yellow, blue, and green were clearly representative of Noland's four type families that they were chosen to code them for simplicity. For example, Lüscher's research found that people, who preferred the color red, had force of will, were active, aggressive, competitive, excitable, and domineering. Individuals who chose yellow were spontaneous, expansive, projective, and heteronomous. Participants in the Lüscher's research who selected the color blue had depth of feeling, were passive, sensitive, perceptive, and unifying. Those who liked the color green best were autonomous, retentive, possessive, persistent, immutable, and obstinate.

### *Aristotle*

The four wishes are analogous to Empedocles's metaphor of the four elements—fire, air, water, and earth. Aristotle adopted this metaphor and claimed that fire was hot and dry, air was damp and hot, water was cold and wet, and earth was dry and cold. Fire and air, being lighter, moved upward; whereas water and earth, being heavier, moved downward. Noland integrated these concepts as well, marrying them with each Color type: Red type behaviors are consistent with the element of fire – hot and dry, Yellow type behaviors are consistent with air – damp (humid) and hot; Blue type behaviors are consistent with water – cold and wet; and Green type behaviors are consistent with earth – cold and dry. Both Red and Yellow type behaviors are considered outer directed, symbolized by Aristotle's upward movement, while Blue and Green type behaviors are inner directed, symbolized by downward movement.

## Personalisis Color Families – Integration of theories

### *Red – Action minded / Action Oriented*

The Red color family represents a type that is action minded; one that is oriented toward action. Jungian influences in this type are Extraversion and Sensing. Lüscher's Red was chosen to represent this type because its descriptions such as force of will, active, aggressive, competitive, excitable, and domineering, are consistent with Personalisis' Red category of behaviors for this type. W.I.I. Thomas' desire for mastery, dominance and independence is reflected in this type. Noland integrated these characteristics and added that those with Red have higher levels of physical energy than mental energy; are specific and focused, deal with the physical and the material, are short term, have a sense of urgency and are present time oriented. Aristotelian aspects of Fire, hot and outer directed, are included as well.

### *Yellow – Relationship Minded / Socially Oriented*

The Yellow color family represents a type that is relationship minded; one that is socially oriented. Jungian influences in this type are Extraversion, Feeling, and Intuition. Lüscher's Yellow was chosen to represent this family because its descriptions such as spontaneous, expansive, projective, and heteronomous are consistent with Personalisis' Yellow category of behaviors for this type. Thomas's desire for recognition and interdependence are reflected as well. Noland integrated these characteristics and added that those with Yellow are general, expand physical and mental energy, are unstructured, boundless, are optimistic and future oriented; those with also Yellow adapt to mirror red and blue traits. Aristotelian aspects of Air: hot and outer directed, are included as well.

### *Blue – Idea Minded / Information Oriented*

The Blue color family represents a type that is idea minded; one that is information oriented. Jungian influences in this type are Introversion, Intuition, and Feeling. Lüscher's Blue was chosen to represent this family because its descriptions such as depth of feeling, passive, sensitive, perceptive, and unifying are consistent with Personalisis' Blue category of behaviors for this type. Thomas' desire for new experiences, fresh stimulation, new information and interrelatedness are also reflective of this type. Noland integrated these characteristics and added that those with Blue have higher levels of mental energy than physical energy, are holistic, theoretical, idealistic, long term, anticipatory, and are past, present, and future oriented. Aristotelian aspects of Water, cool and inner directed, are included as well.

*Green – Systems Minded / Analysis Oriented*

The Green color family represents a type that is systems minded; one that is analysis oriented. Jungian influences in this type are Introversion, Thinking, and Sensing. Lüscher’s Green was chosen to represent this family because descriptions such as autonomous, retaining, possessive, persistent, absolute, and fixed are consistent with Personalanalysis’ Green category of behaviors for this type. Thomas’ desire for security and territorial autonomy (clear roles and responsibilities) are reflective of this type. Noland integrated these characteristics and added that those with Green are structured, territorial, measured, skeptical, and past-time oriented. Aristotelian aspects of Earth, cold and inner directed, are included as well.

Table 1 – Personalanalysis Color Families – Integration of theories

		Theories			
Color	Noland	Jung	Thomas	Aristotle	Lüscher
Red	Extroverted Sensing (Action Oriented)	Extroverted Sensing	Mastery	Fire Hot/Dry	force of will, active, aggressive, competitive, excitable, domineering
Yellow	Extroverted Responsive (Socially Oriented)	Extroverted	Recognition	Air Hot/Damp	spontaneous, expansive, projective, and heteronomous
Blue	Introverted Sensitive Feeling (Understanding Oriented)	Introverted Feeling	New Experiences	Water Cold/Wet	depth of feeling, passive, sensitive, perceptive, unifying
Green	Introverted Impersonal (Analysis Oriented)	Introverted Sensing	Security	Earth Cold/Dry	autonomous, retentive, possessive, persistent, immutable, obstinate

Motivational Contexts (The Dimensions)

The Dimensions identify the motivational forces behind our individual differences (represented by Colors) in behavior. The three dimensions in the Personalanalysis model of Preferred, Social, and Instinctive, are designed to illustrate when our individual differences show up and why the related behaviors are activated. The Dimensions are based on Freud’s ego state theory of id, ego, superego that was

further developed by Eric Berne into child, parent, adult. Ego states represent a set of thoughts and feelings that motivate related patterns of behavior. Ego state theory was incorporated into the Personalism model to further define and describe how individual differences are motivated by context. Maslow is reflected in the design as each dimension addresses a variable in his hierarchy of Needs. MacLean's Triune brain theory is reflected to represent that different situations tend to activate different parts of the brain.

### *Freud and Berne*

Freud launched the study of personality with his theories on the structure of the mind and study of the unconscious. The concept of the unconscious - the unconscious is the collection of experiences, positive and negative, that informs and shapes our lives in healthy or unhealthy ways - is central to his theories. It is habit and memory that is largely emotional and nonverbal that Freud believed were only accessible through psychoanalytic techniques. Freud's relative ego state theory characterized three different states: Id, Ego, Super Ego. Outside the view of psychoanalysis, however, it is believed that the unconscious is accessible and a cognitive process that is an active, interpersonal dynamic.

Freud's concepts of id, ego, and superego are central to the Personalism instrument. In Freudian terms, the id is the undifferentiated core of personality and is largely unconscious, the ego is the mental structure that deals with reality, and the superego is that part of personality that observes, learns from, and internalizes expected social norms and moral principles. Freudian contributions to the study of personality provided the basis for followers and contemporary scientists to explore personality.

Eric Berne was a traditional Freudian psychoanalyst, and Freud was a key influencer in Berne's theories of personality. However, Berne's ego state theory evolved from a traditional Freudian view of id, ego, and superego into a different characterization. Breaking from traditional Freudian views of the unconscious, Berne's ego states were developed from observation and intended to represent accessible, not unconscious, systems of feelings associated with patterns of behavior. Replacing Freud's Id with Child, Ego with Adult, and Super Ego with Parent ego states, Berne's ego state theory was further developed into Transactional Analysis (TA). TA explains how the psychological ego states of child, adult, and parent manifest outwardly via interpersonal communication behaviors. TA states that in all interpersonal interactions, individuals are functioning in one of the three ego states. The intention behind this model, in therapeutic applications,



was to direct an individual's attention to, and increase awareness of, outward behaviors by analyzing personal interactions and then understanding the corresponding ego state. It connects with communication behaviors in that each ego state has a specific source, or motivation, of its outward expression. Berne believed that at any given time, individuals express personality through a mixture of thoughts, feelings, and behaviors. Describing them as attitudes, Bernean theory defines the Child ego state as that which reflects one's childhood development and is represented in Personalisis' Instinctive Dimension. The Adult ego state represents the capability to rationalize information and choose action and is reflected in Personalisis' Preferred Dimension, and the Parent ego state reflects the attitudes developed through parental and social influence and is included in Personalisis' Social Dimension.

### *Maslow*

Maslow's hierarchy of needs was born from his interest in and study of self-actualization. Maslow believed that all humans are born with the desire to actively use our strengths and abilities toward the fulfillment of our potential. In the study of self-actualizers, Maslow learned that certain lower order needs must be met before one can achieve self-actualization. Hence, the hierarchy of physiological, safety, belongingness, esteem, and finally, self-actualization. Maslow's classic hierarchy of needs is reflected in Personalisis Dimensions in two ways. Visually, the Personalisis color graph is always presented vertically, growing from the bottom dimension – Instinctive, to the middle dimension – Social, and the top dimension – Preferred. This presentation is deliberate to illustrate the model's congruency to Maslow's hierarchy which grows from physiological, to security, to social, to esteem, and finally to self-actualization. The second way in which Maslow's influence is demonstrated is in the definition of each ego state. Maslow's physiological and security needs are reflected in the Instinctive dimension's basic human needs. Social and esteem needs are reflected in the Social dimension's orientation toward social situations and our expectations of what is considered acceptable behavior. We gain or lose esteem based on whether our social needs and expectations are being met. Finally, the Preferred dimension represents our unique perspective on meaningful and fulfilling work – a path to self-actualization.

### *MacLean*

Neurologist Paul MacLean proposed that the human brain consists of three distinct, yet dynamic, controlling mechanisms that he termed the triune brain. Those three mechanisms are the reptilian, limbic, and neocortex divisions within the brain. In MacLean's theory, each part represents an evolution. For example, the reptilian

brain is considered the part of the brain that emerged first and is responsible for controlling basic survival needs such as muscles, balance, and autonomic functions, such as breathing and heartbeat.

The Limbic brain helps determine how one feels environmental influences and what external stimuli gain our attention. It's important to note that MacLean indicated that the limbic brain is interconnected with the neocortex meaning that brain functions are not purely limbic or purely cortical but a mixture of both.

The neocortex portion of the brain is that which controls rational choice. It is considered superior in that it allows for invention, problem solving, and abstract thought. In humans, this is the largest portion of the brain; humans having much larger neocortex's than other mammals. As summarized in the next section, aspects of the triune brain correspond to and help define the three Personalysis Dimensions.

#### Personalysis Motivational Contexts – Integration of theories

##### *Instinctive Dimension – Need to/Must have*

Based on Freud's Id and Berne's Child, the Instinctive Dimension captures innate and basic human needs. It represents inborn personality characteristics. It is also the ego state utilized for processing information, for learning, and for decision-making. Consistent with Maslow, the Instinctive dimension is a self-focused ego state and seeks to satisfy basic needs that are necessary to produce feelings of safety, security, and confidence. Under stress, this dimension activates the aspects of the reptilian brain that controls stress (fight, flight, freeze) reactions.

##### *Social Dimension – Expect of myself and Others*

Based on Freud's Super Ego and Berne's Parent, the Social Dimension captures learned behaviors. It represents our social expectations and behaviors we learned to use in social interactions. Consistent with Maslow, the Social Dimension is an others-focused ego state that represents our need for belonging and esteem. MacLean's limbic brain's control of approach/avoidance is represented in this dimension.

##### *Preferred Dimension – Choose to*

Based on Freud's Ego and Berne's Adult, the Preferred Dimension captures rational choice. Consistent with Maslow's self-actualization, the Preferred Dimension is a self and others-focused ego state that represents our need to be competent, to contribute our best, and pursue fulfilling tasks. MacLean's Neocortex is

represented in this dimension because of its control of rational choice and volitional resources.

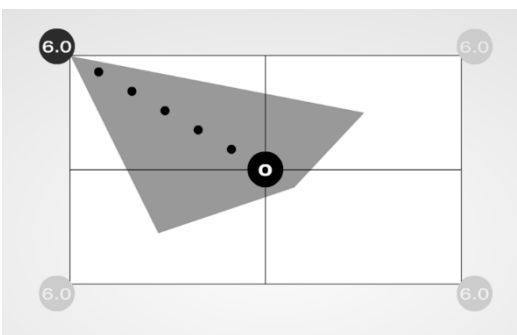
Table 2 – Theoretical base for Personalysis Dimensions

Dimension		Theories			
		Freud	Berne	MacLean	Maslow
Preferred	Rational Choice	Ego	Adult	Neocortex	Self-Actualization
Social	Expect of self and others	Super Ego	Parent	Limbic	Esteem Belonging
Instinctive	Must have Must know	Id	Child	Reptilian	Safety Physiological

## Scoring and Interpretation

Scores represent the intensity of color in each Dimension. Each Dimension contains a quadrant for each of the Colors (Red, Yellow, Blue, Green) and, together, produce a unique profile consistent of 12 variables or scales. Each Color quadrant score measures intensity on a scale of 0-6.0. The total number of points in each Dimension is 12. The shape displays the points graphically. Color quadrants with 3.0 points or greater are significant: they represent strengths and needs that the individual will likely recognize and relate to. The higher the number, the more intense the need and the more likely one is to rely on the strength in that Dimension.

Figure 1 – Illustration of Intensity Scores



Note: color score ranges 0-6, each dimension score =12

## **Conclusion**

Personalysis is a deliberate integration of multiple theories. It was created to provide people with something that represents what is experienced in our work lives to raise awareness, inform, and educate. Unusual for the time in which it was developed, and even today, it is a multi-faceted view of personality that is wholistic and three-dimensional by illustrating how individual differences (colors) are activated or motivated by different situational contexts (dimensions).

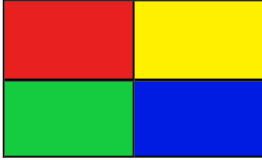
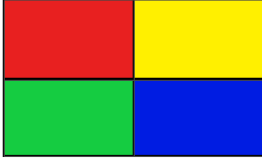
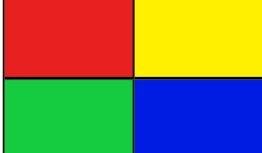
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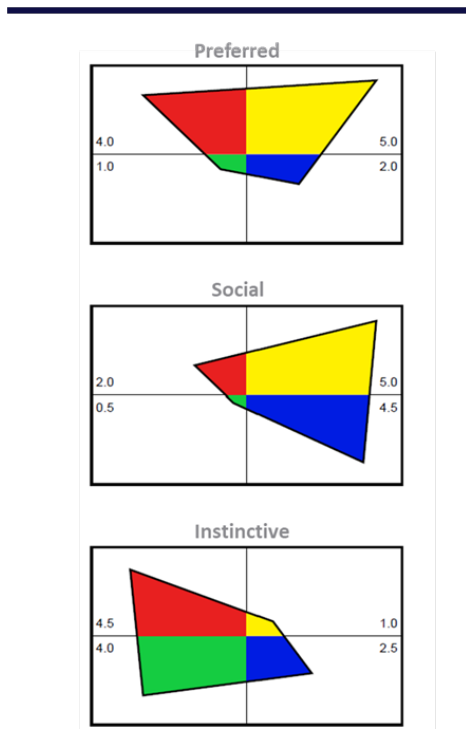
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# Appendix

Illustration of Dimensions, Colors and Profile

DIMENSIONS	COLORS
(Motivations)	(Behaviors)
<p>Work that matters</p> <p><b>PREFERRED</b></p>	
<p>Express Connect Respect</p> <p><b>SOCIAL</b></p>	
<p>Confidence Certainty Control</p> <p><b>INSTINCTIVE</b></p>	



**John Doe**