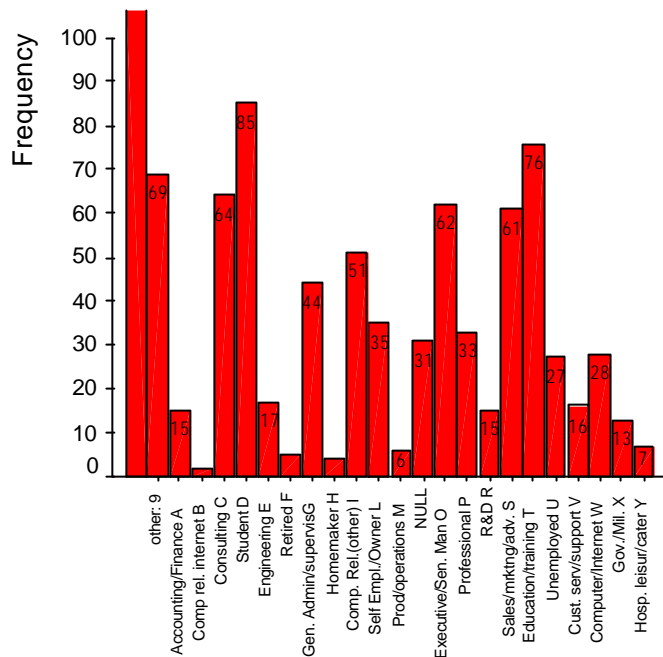


Metaprograms & Occupations

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After researching thousands of people in a wide range of occupations, we have a lot of data regarding typical metaprograms for people in certain occupations. The challenge with making generalizations about which metaprograms correlate with which careers is that the patterns needed for excellence may be different from job to job. For instance, we expect quite different patterns for a hard-selling salesperson than for a relationship building sales person, and both may be different from a sales representative working in a call center. Also, we do not know whether the people that filled out iWAM in the public database are good or bad at their job.

That's why, in statistical terms, we expect that for most metaprograms we will not be able to reject the null hypothesis that the means for the metaprogram patterns are the same, regardless of occupation (even if we know that some metaprograms are clearly advantageous for certain jobs. We are now making changes to the iWAM software that will greatly improve our ability to link certain metaprograms to occupations, but for now we can still examine our current data to see if we can find any interesting conclusions.



Using the database from 2002, the null hypothesis was examined for five occupation codes with $n > 50$: (1) T: Education & Training, (2) S: Sales, Marketing & Advertising, (3) O: Executive & Senior Management Positions, (4) B,I: Computer related functions and (5) C: consultants. For these 5 occupations, the mean of the metaprogram was compared with the mean of 2,100 other cases (called group 0 on the graphs). As expected, only a limited number of differences were proven significant based on occupations, far less than one typically can prove using a model of excellence¹.

Education & Training (n=76)

We found that only 4 out of 48 parameters were significant for this group ($p < 0.05$). For this group of people, more importance is given to concept or theory (WA2). The mean

difference between this group and the main population indicates that the main population scores 6.11% lower than the training and education group. There is only 3.7% chance that this can be attributed to chance. Similarly, less time is spent on organizing the work (WA3). Also, in comparison to the general population, they are more convinced by what they hear (CO2) and less by what they read (CO3). Apart from these 4 findings, no metaprogram proved significantly different for trainers.

Dependent Variable	Mean Difference	Std. Error	Sig.	95% Confidence Interval	
				Lower Bound	Upper Bound
WA2	-.0611685	.01957965	.037	-.1202457	-.002091
WA3	.0718108	.02149574	.019	.0069530	.136668
CO2	-.0902945	.02208621	.002	-.1569101	-.023678
CO3	.0902945	.02208621	.002	.0236788	.156910

¹ For a model of reference, typically about 30 out of 48 parameters will prove to be significantly different.



Sales & Marketing (n=61)

8 metaprograms were significantly different from the mean scores from the iWAM database. This group of persons is more goal oriented (BP2A; OF2P, OF2M), have a broader vision (BP5), detest shared responsibility (OF8M), are more motivated by their achievements (Mo3), try to be the person the organization needs (N3), are more consistent (Co7) and care less about their tools (as long as these work) (IF3).

Dependent Variable	Mean Difference	Std. Error	Sig.	95% Confidence Interval	
				Lower Bound	Upper Bound
BP2A	-.0950202	.01518676	.000	-.1411560	-.048884
OF2P	-.1024127	.01868036	.000	-.1591482	-.045677
OF2M	.0876278	.01810131	.000	.0326288	.142626
OF8M	.0777391	.02284667	.017	.0082898	.147188
Mo3	-.0981187	.02260657	.001	-.1668415	-.029395
N3	-.0443848	.01435716	.043	-.0880058	-.000763
Co7	-.0801361	.02194067	.008	-.1467940	-.013478
IF3	.0942155	.02235282	.001	.0262259	.162205

Executive or senior management positions (n=62)

They are also more options oriented (BP4), are motivated by power (Mo1), care less about the past (TP1), are more interested in people (IF1) and less about geographic or class location or position (IF6), consider taking initiative as more important (OF1P) as well as having an overview (OF5P) in stead of looking at the details (OF5M).

Dependent Variable	Mean Difference	Std. Error	Sig.	95% Confidence Interval	
				Lower Bound	Upper Bound
OF1P	-.1021611	.02775431	.007	-.1865372	-.017785
BP4A	-.0462246	.01466896	.035	-.0906981	-.001751
BP5A	-.0905223	.01964605	.000	-.1501735	-.030871
OF5P	-.0893673	.02704421	.023	-.1715455	-.007189
OF5M	.0916772	.01959705	.000	.0322031	.151151
Mo1	-.0787711	.02312760	.017	-.1490661	-.008476
TP1	.0647801	.01869948	.014	.0079604	.121599
IF1	-.0815553	.02093732	.003	-.1451787	-.017931
IF6	.0751198	.02233824	.019	.0072599	.142979

Computer Related Occupations, the 4th category tested (n=53), surprisingly few meaningful differences were found. The only parameter that proved significant was WA3: persons in computer related professions had less interest for organizing the whole than other professions.

Consultant (n=64)

These people had 11 significant metaprogram differences. They are action direction in general (BP2), with goal orientation in particular (OF2P); task attitude (BP4A) and its 2 components: alternatives (OF4P) and procedures (OF4M); task orientation (BP5A) and its 2 components: breath (OF5P) and depth (OF5M). Also, according to the statistics, consultants also seem more interested in new things (So3), more interested in the present (TP2). As for interest filters, the consultants tested filtered more for people (IF1) than average and less for tools (IF3) and time (IF7).

Dependent Variable	Mean Difference	Std. Error	Sig.	95% Confidence Interval	
				Lower Bound	Upper Bound
BP2A	-.0616090	.01604259	.004	-.1102750	-.012943
OF2P	-.0803199	.02207882	.008	-.1473274	-.013312
BP4A	-.0849563	.01469071	.000	-.1294464	-.040466
OF4P	-.0761830	.01968319	.004	-.1358940	-.016472
OF4M	.0937295	.01920481	.000	.0355502	.151908
BP5A	-.0889472	.01532898	.000	-.1353391	-.042555
OF5P	-.0893673	.02704421	.023	-.1715455	-.007189
OF5M	.1149572	.01619823	.000	.0659386	.163975
So3	-.0682589	.01756131	.003	-.1215021	-.015015
TP2	-.0553795	.01705317	.027	-.1071341	-.003624
IF1	-.0765402	.02084982	.007	-.1398204	-.013259
IF3	.0817411	.02094256	.003	.0181782	.145303
IF7	.0750134	.01827466	.002	.0196366	.130390

The reasoning at the beginning of this section, in combination with the limited amount of statistically significant findings, explains why an approach of making models of excellence is recommended. The attitudes and motivations that are vital for success at your organization may be different than the attitudes of your competitors, and a model of excellence is the most objective way to measure these patterns.

Figure: Graphical representation of the 5 occupations discussed, in comparison to group 0, representing the rest of the database.

