

Improving students' school performance through positive psychology and personality targeting

Abstract

Around the world, studies and experiments have been conducted in schools to find best practices that help students perform well academically. Research ranges from helping students set goals to increasing parental engagement to personalized learning with digital materials. However, many of these approaches have not been tested with students from Asia, who have a vastly different upbringing, culture, and educational system than in the West. The present paper discusses two independent interventions that help improve school performance of middle school students from low-income families in Bangkok (the schools are under Teach For Thailand). The first experiment modified previous research methods to study the influence of positive mood on mathematics tests of 75 students. The results show that students who were primed to feel happy scored significantly higher in their exam compared to their peers in the control group (p -value = 0.01), and that the effect was more prominent among male students (p -value for female students: 0.03101 vs p -value for male students: 0.00036). The second study was inspired by marketing research on successful persuasive advertising through psychological targeting. Based on previous findings, the current study investigated the impact of personality-tailored text messages on school performance of 99 students. The results show that extroverted students receiving extroverted text messages performed better on their exam than introverted students receiving the same messages. Although the differences are not big enough to be considered statistically significant, there are many ways to improve the methodology in future studies. The study also investigated the correlations between the students' school performance and their personalities.

Introduction

Various behavioral interventions have been tested and implemented with the goal of “nudging” people to make better decisions for their own good. Education is definitely one of the areas that can benefit from these interventions. Around the world, students are exposed to traditional teaching and learning methods that may or may not help them perform well in school. In the current study, two independent experiments were conducted to identify the approaches that had positive impact on students’ performance.

The first study investigated the effect of a momentary feeling of happiness on students’ test results. A similar study in the US was conducted previously where students were told to think about the happiest moment in their lives before taking math achievement tests, and they significantly outperformed the children in the no-treatment control group (Bryan et al. 1991). The subjects in the study were elementary school children who were identified to be at risk of school failure, and junior high and high school students with learning disabilities. Although other similar positive psychology experiments were conducted, the subjects were primarily from the Western culture. In the current study, the participants were middle school students from low-income families in Bangkok, Thailand. Those in the treatment group were primed to feel happy by their teacher right before their math exams and their test results were compared against the control group’s. The experiment investigated how a different priming method from previous research would affect subjects from a completely distinct culture, upbringing, and education system.

In the second study, the question was whether text messages that were tailored to students’ personality could improve students’ school performance. Research demonstrates that

persuasive messages are more effective when they are tailored to match the personality of the audience (Hirsh et. al 2012). Moreover, various promising text messaging interventions to nudge people into beneficial behaviors, from reminders in healthcare services (Schwebel et. al 2018) to SMS to increase parental engagement in school (Cortes et. al 2018), were continuously conducted. However, there is limited literature covering how persuasive advertising is adapted in behavioral interventions. The present study attempted to build on previous research by combining the concepts of personality-targeting and reminder messages together in the experiment. The hypothesis was that messages that matched with students' personalities would motivate students to become more academically active than messages that did not match their psychological traits. The study also investigated the pre-existing correlations between the students' school performance and their personalities.

Study 1: Priming students to feel happy before their math test

Research by Bryan et al. (1991) showed that students who were induced into a positive mood completed significantly more math problems correctly than their peers in the control group. The study was conducted both with elementary school students who were identified to be at risk for school failure by their teachers, and with junior high and high school students with learning disabilities. The effect of positive priming on performance has not only been observed with young students, but also with medical doctors. In a study by Fredrickson et al. (1998), doctors were primed to be happy by receiving a candy before making a diagnosis. No consumption of the candy happened in the experiment to ensure that the results were not affected by the heightened sugar levels. The research found that doctors in the positive-mood treatment

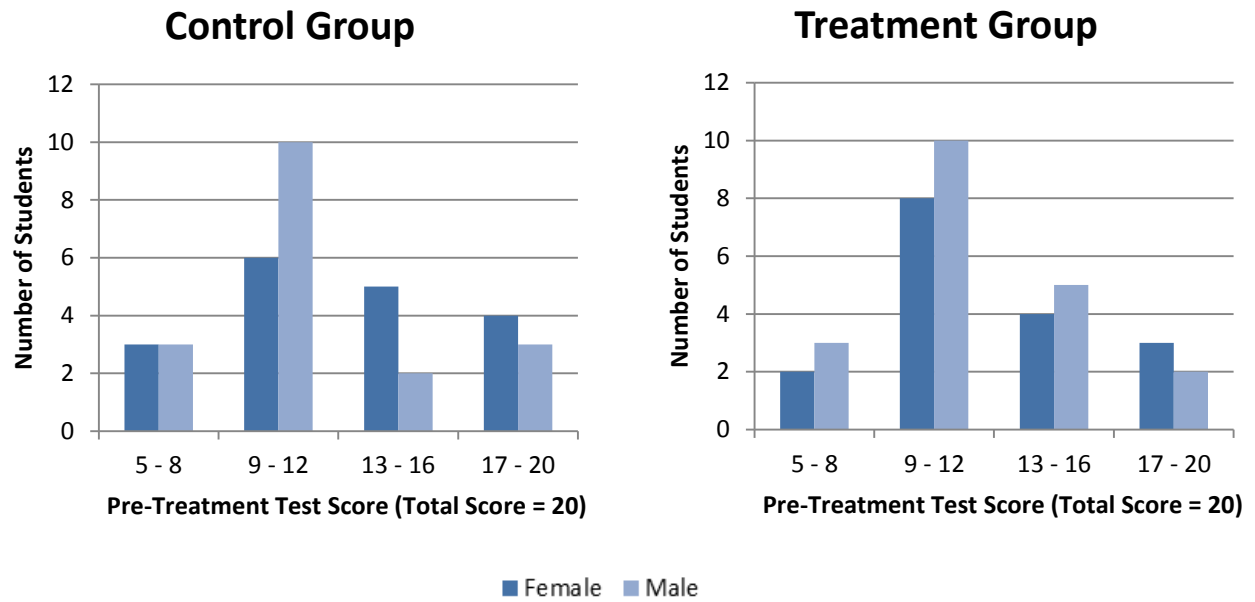
group showed almost three times more intelligence and creativity during the diagnosis than the neutral subjects. In the current paper, Study 1 tested whether middle school students would perform better in their math tests if they were induced into a positive mood right before the tests.

Method

Two separate experiments were conducted at a middle school for low-income families in Bangkok. The first one was done with 35 7th graders who belonged to the same classroom, meaning that they studied every subject together, and the second one with 38 students from 8th grade. Both classrooms were taught math by the same teacher. In each experiment, students were randomly split into a treatment and a control group. The groups' averages of pre-treatment test scores (total score = 20) and gender distributions were checked to be similar. Before the test in each experiment, the math teacher, with the help of another teacher, separated the students into two different exam rooms, in order to make sure that the students in the control group did not know about the priming conducted with their peers. Each of the students in the treatment group was hugged and given words of encouragement and candy (without consumption) by their math teacher before the test. At the end of the test, the students with neutral treatment were also given candy.

	Average score of pre-treatment test (control)	Average score of pre-treatment test (treatment)	# of students (control)	# of students (treatment)
7th Grade	13.47	13.50	17	18
8th Grade	10.79	10.74	19	19

Distributions of Pre-Treatment Test Scores and Gender (7th and 8th grades combined)



Results

The results were evaluated using Welch two sample t-test to find the statistical significance in the difference of group means. For the 7th graders, students who were primed scored significantly higher in their math test (p-value = 0.03). For the 8th graders, although the difference in group means was less significant (p-value = 0.07), the treatment group also performed better. Combining the results from both experiments, the p-value when testing for difference between group means decreased to 0.01.

	t	degree of freedom	p-value	95% confidence interval	control group mean	treatment group mean
7th Grade	-2.228	28.179	0.03404	-5.2744632 -0.2222688	12.52941	15.27778
8th Grade	-1.878	34.359	0.06889	-2.8486490 0.1118069	10.57895	11.94737
Combined	-2.527	64.666	0.01395	-3.5689824 -0.4179457	11.61765	13.61111

Furthermore, the degree of the priming influence between genders was analyzed. Combining the data from the two classrooms together, Welch two sample t-tests were conducted to test the mean of the difference in post-treatment test scores and pre-treatment test scores. The results are displayed on the table below.

	Average of pre-treatment scores (control)	Average of pre-treatment score (treatment)	# of students (control)	# of students (treatment)	t	degree of freedom	p-value	95% confidence interval	control group mean of score difference	treatment group mean of score difference
Female	12.33	12.76	18	17	-2.254	32.846	0.03101	-2.749 -0.140	-0.444	1.0
Male	11.78	11.5	18	20	-3.972	33.435	0.00036	-3.881 -1.253	-0.667	1.9

The data showed that positive-mood induction had more significant effect among male students than female students. The difference between pre-treatment and post-treatment scores for male students was larger than the difference found for female students (p-value for female students: 0.03101 vs p-value for male students: 0.00036).

Study 2: Sending text messages that are tailored to students' personality to encourage them to prepare for their school work

Research by Hirsh et. al (2012) showed that participants had more positive attitude and higher tendency to purchase when the marketing message cohered more with their personality profile. In a similar study by Matz et. al (2017), psychological characteristics predicted from people's digital footprints were used to target audiences on Facebook. Customized advertisements were created using pictures and messages that were aimed at customers characterized by different levels of openness as well as extraversion. The result showed that matching advertisements with customers' traits significantly increased the number of clicks and

purchases. Moreover, various studies from the Behavioural Insights Team in the UK found text messaging to be an effective means to nudge students into a beneficial direction; one particular study showed that sending weekly simple motivating text messages and planning prompts to college students significantly reduced the overall drop-out rate at the end of the semester. Based on these previous findings, Study 2 investigated how text messages tailored for extroverts affected school performance of middle school students who came from low-income families in Bangkok. The study also analyzed any correlations that existed between personality traits and school performance.

Method

The experiment was conducted with 99 7th graders from a low-income middle school in Bangkok (a different school from Study 1). They belonged to four different classrooms, but all studied math with the same teacher. The students first completed a questionnaire that measured two pairs of the Myers–Briggs personality types: Extraversion (E) vs Introversion (I) and Judging*¹ (J) vs Perceiving*² (P). For each personality pair, the students answered 10 questions that had two choices each. Each choice translated into a score for E or I (or J or P). The students were then separated into four different groups based on their E/I score. Students belonged to the “extreme extrovert” group if they chose at least 7 (out of 10) extraversion answers and to the “extreme introvert” group if they chose at least 7 introversion answers. The rest were considered “neutral” for the E/I personality.

Extroverted students receiving extroverted text messages (E got E): There were a total of 17 students who belonged to the “extreme extrovert” group. Students in this group received

*¹ Judging - preferring a more structured and decided lifestyle

*² Perceiving - preferring a more flexible and adaptable lifestyle

extroverted text messages that encouraged them to prepare for school every Sunday at 10am for six weeks. Each text was sent in the name of their math teacher.

Introverted students receiving extroverted text messages (I got E): There were a total of 25 students who belonged to the “extreme introvert” group. Students in this group received the same text messages at the same time as those in the *E got E* group.

Neutral students receiving extroverted text messages (N got E) and neutral students receiving neutral text messages (control): After creating the two groups above, there were 57 neutral students remaining. They were randomly split into two groups; table showing gender and classroom representations for each group can be found below. The *N got E* group received the same extroverted messages as the *E got E* and *I got E* groups. The *control* group received a neutral message that did not mention school or homework every Sunday at 10am. The messages were also sent in the name of their math teacher. Examples of the treatment and control messages are available in the Appendix.

Treatment group	Number of students	Number of Male / Female	Number of students in classroom 4 / 5 / 6 / 8	Average midterm score* (Total = 10)
E got E	17	10 / 7	2 / 3 / 5 / 7	5.21
I got E	25	7 / 18	5 / 9 / 6 / 5	5.30
N got E	31	12 / 19	3 / 9 / 13 / 6	5.52
Control	26	12 / 14	2 / 8 / 8 / 8	5.54

The treatment and control groups were created this way in order to enable the results from the *E got E*, *I got E*, and *N got E* groups to be compared, and the results from the *N got E* and *control* groups to be compared. For the groups *E got E*, *I got E*, and *N got E*, the students’ school performance were evaluated to check whether students receiving messages that matched their extraversion personality would perform better than their peers. For the groups *N got E* and

* Midterm scores are pre-treatment scores as the SMS intervention was conducted after the midterm had taken place

control, the purpose was to find out whether sending text messages about school work would affect the students' performance at all. The *control* group was sent neutral messages instead of no messages at all in order to prevent the feeling of being neglected by their teacher.

Results

Since the averages of midterm scores (pre-treatment scores) were not comparable across the different treatment groups, the results were evaluated using Welch two sample t-test to find the statistical significance in the difference in difference of group means. Looking at the table below, the results were mostly in the expected direction. The score difference for the *E got E* group was more positive than those of the *I got E* and *N got E* groups. Also, as hypothesized that text messages about school and homework would have more effect on students' school performance than neutral messages, the score difference for *N got E* group was more positive than the *control* group.

Treatment group	Average midterm score (out of 10)	Average final score (out of 30)	Average of normalized* score difference
E got E	5.21	13.50	-0.71
I got E	5.30	12.93	-0.99
N got E	5.52	12.05	-1.50
Control	5.54	11.86	-1.59

However, as indicated in the table below, none of the differences were large enough to show statistical significance.

Treatment groups	t	degree of freedom	p-value	95% confidence interval
<i>E got E vs I got E</i>	0.33299	32.571	0.7413	-1.449233 2.016135
<i>E got E vs N got E</i>	0.93929	33.147	0.3544	-0.924412 2.510497
<i>N got E vs Control</i>	-0.13943	52.614	0.8896	-1.338306 1.164361

* Normalized by dividing the final scores by 3 to make them in the same scale as the midterm scores

Difference in differences regressions were also run to double check whether the results would be statistically significant when controlling for other factors such as students' gender and classroom. The y variable of the regressions was the midterm/final score. The directions of effects and p-values were similar to the Welch two sample t-tests as shown by the interaction variables in the tables below.

Variable description:

E_got_E_or_I_got_E	1 for students in the <i>E got E</i> group and 0 for students in the <i>I got E</i> group
E_got_E_or_N_got_E	1 for students in the <i>E got E</i> group and 0 for students in the <i>N got E</i> group
N_got_E_or_Control	1 for students in the <i>E got E</i> group and 0 for students in the <i>Control</i> group
Midterm_or_Final	1 for final (post-treatment score) and 0 for midterm (pre-treatment score)
GenderM	1 for male and 0 for female
work_rate	Homework turn-in rate (number of times student handed in homework divided by number of times homework was given)
classroomfive	1 for students who belong to classroom 5 and 0 otherwise
classroomfour	1 for students who belong to classroom 4 and 0 otherwise
classroomsix	1 for students who belong to classroom 6 and 0 otherwise

Coefficients for *E got E* vs *I got E*:

	Estimate	Std. Error	t value	Pr(> t)	
(Intercept)	3.28726	1.29155	2.545	0.01298	*
E_got_E_or_I_got_E	-0.84884	0.65869	-1.289	0.20147	
Midterm_or_Final	-0.98933	0.56369	-1.755	0.08332	.
GenderM	-0.06479	0.53058	-0.122	0.90314	
work_rate	0.03769	0.01168	3.226	0.00186	**

classroomfive	0.66126	0.75869	0.872	0.38622	
classroomfour	-2.23143	0.73361	-3.042	0.00324	**
classroomsix	-1.24658	0.63206	-1.972	0.05227	.
Interaction_variable	0.28345	0.88601	0.32	0.74992	

Residual standard error: 1.993 on 75 degrees of freedom

Multiple R-squared: 0.3437, Adjusted R-squared: 0.2737

F-statistic: 4.911 on 8 and 75 DF, p-value: 6.702e-05

Coefficients for *E got E vs N got E*:

	Estimate	Std. Error	t value	Pr(> t)	
(Intercept)	5.186379	0.958372	5.412	0.000000544	***
E_got_E_or_N_got_E	-0.501909	0.683337	-0.734	0.46462	
Midterm_or_Final	-1.498925	0.541505	-2.768	0.00689	**
GenderM	-0.447665	0.472917	-0.947	0.34646	
work_rate	0.00719	0.009973	0.721	0.47283	
classroomfive	0.692636	0.76128	0.91	0.36543	
classroomfour	-0.14151	0.827574	-0.171	0.86463	
classroomsix	-0.10403	0.580931	-0.179	0.8583	
Interaction_variable	0.793042	0.90991	0.872	0.38585	

Residual standard error: 2.132 on 87 degrees of freedom

Multiple R-squared: 0.112, Adjusted R-squared: 0.03039

F-statistic: 1.372 on 8 and 87 DF, p-value: 0.22

Coefficients for *N got E vs Control*:

	Estimate	Std. Error	t value	Pr(> t)	
(Intercept)	4.667919	0.760948	6.134	1.53E-08	***
N_got_E_or_Control	-0.079842	0.494905	-0.161	0.87214	

Midterm_or_Final	-1.585897	0.512369	-3.095	0.00252	**
GenderM	-0.131033	0.360443	-0.364	0.71694	
work_rate	0.005143	0.007053	0.729	0.46745	
classroomfive	1.097743	0.594139	1.848	0.06747	.
classroomfour	0.794708	0.683949	1.162	0.24789	
classroomsix	0.67594	0.464251	1.456	0.14838	
Interaction_variable	0.086973	0.694767	0.125	0.90062	

Residual standard error: 1.847 on 105 degrees of freedom

Multiple R-squared: 0.1874, Adjusted R-squared: 0.1255

F-statistic: 3.027 on 8 and 105 DF, p-value: 0.004228

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

In addition, various correlation tests were also run to investigate relationships between students' personality traits, gender, homework turn-in rate, and midterm score. Pearson's Chi-squared test was used when testing categorical variables and Pearson's product-moment correlation was used when testing numerical variables. Out of the possible combinations, a significant correlation existed between the Judging / Perceiving score and the homework turn-in rate ($t = 2.5182$, $df = 97$, $p\text{-value} = 0.01343$). As the homework turn-in rate could be affected by a confounding factor such as the classroom a student belonged to (because students received the homework on different days of the week), a multiple regression analysis was performed to control for other factors that were collected during this experiment – gender, Extraversion / Introversion score, midterm performance, and classroom. As indicated in the table below, the Judging / Perceiving score was still statistically significant against the homework turn-in rate

when controlling for other factors. The direction of this relationship was as expected that the more the students were described as Judging, the higher their homework turn-in rate was. Those students who planned ahead and preferred a more decided lifestyle were more likely to turn in their homework on time.

Variable description:

GenderM	Student's gender: 1 for male and 0 for female
E_I_score	Extraversion/Intraversion score: the higher means the more extroverted (out of 10)
J_P_score	Judging/Perceiving score: the higher means the more judging (out of 10)
Midterm	Midterm score (out of 10)
Classroomfive	1 for students who belong to classroom 5 and 0 otherwise
Classroomfour	1 for students who belong to classroom 4 and 0 otherwise
Classroomsix	1 for students who belong to classroom 6 and 0 otherwise

Coefficients:

	Estimate Std.	Error	t value	Pr(> t)	
(Intercept)	63.5497	13.3812	4.749	7.58E-06	***
GenderM	-10.9061	5.1902	-2.101	0.0384	*
E_I_score	0.2827	1.4	0.202	0.8404	
J_P_score	3.5988	1.5121	2.38	0.0194	*
Midterm	1.6885	1.0229	1.651	1.02E-01	
Classroomfive	-48.2289	6.8241	-7.067	3.11E-10	***
Classroomfour	-10.8479	8.9147	-1.217	0.2268	
Classroomsix	-1.8302	6.7805	-0.27	0.7878	

Variable y: homework turn-in rate

Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 24.35 on 91 degrees of freedom

Multiple R-squared: 0.5018, Adjusted R-squared: 0.4635

F-statistic: 13.1 on 7 and 91 DF, p-value: 1.477e-11

Discussion

Study 1

In this study, the results showed that happy-mood priming positively affected students' test performance. However, the priming done here could only lead to a short-term effect. In order to study whether being happier in general would help students in school in the long-run, the next stage of the research would be to raise the overall level of happiness of the treatment group and investigate whether this group performs better academically compared to their natural peers.

During the experiments, the teacher primed students to feel happy by giving them candy and words of encouragement. It was possible that the words of encouragement did not only make them feel happier, but also induced their growth mindset. This growth mindset effect potentially made the students want to try harder during the test when they encountered difficult problems, allowing them to score higher (Claro et al. 2016). It was not possible to analyze this factor individually by the setup of the study. In another research project that I am conducting with Saturday School, a partner of Teach For Thailand, correlational and experimental studies are performed to understand the relationships between grit, growth mindset, and happiness levels.

Lastly, there were different statistical significance levels among different groups of students. Firstly, the results of the experiment with 7th graders were more statistically significant than those from the experiment with 8th graders. It could be because the positive-mood priming had more effect with younger students. The sample size would have to be larger with students from different grades to be able to address this point. Secondly, the overall results showed that the degree of the priming influence was larger for boys than girls. This could be a real gender difference or it could have resulted from the concept of diminishing marginal return, as it would be harder for girls to score higher by the same percentage as boys when the girls' scores were originally higher. A longer-term study that included more sequential tests had to be conducted to be able to determine whether this factor played any role in the results.

Study 2

Although the numerical results of Study 2 were in the expected direction: 1) messages that matched students' personality were more effective than messages that did not match students' personality 2) messages about school work were more effective than neutral messages, they were not statistically significant. However, the premise of the study is still interesting and worth further exploration. The experiment can be improved by increasing the sample size, changing the psychological traits to which messages are tailored, and integrating graphics and pictures in the messages to make them convey the personality innuendo better (just texts alone might not be enough to deliver personality-tailored messages). In addition, studies by the Behavioural Insights Team in the UK have shown text messaging as an effective means in "nudging" students to perform better in school; they have used a variety of metrics to evaluate their interventions. Instead of using the final exam scores to evaluate the treatment as in this experiment, different academic metrics such as school attendance or homework turn-in rate can

be used. The homework turn-in rate seemed promising at first for this particular study, but because of the different schedule arrangement of assignments of each classroom, it was not used. In future studies, if the assignment factor could be better controlled, homework turn-in rates or homework grades could be used to test the experiment results.

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Appendix

Words of encouragement

- พยายามทำให้ดีที่สุดนะคะ ครูเอาไว้ช่วย (Try your best. I'm rooting for you.)

Example text messages

- Control: สวัสดีครับ Name ช่วงนี้ฝนตกบ่อย อย่าลืมดูแลสุขภาพนะ // ครูเก่ง (It's raining quite often recently; don't forget to take good care of yourself.)
- Treatment: สวัสดีครับ Name พรุ่งนี้ได้ไปสังสรรค์กับเพื่อนๆแล้ว อย่าลืมทำการบ้านก่อนไปโรงเรียนกันนะ // ครูเก่ง (You'll get to hang out with all your friends tomorrow. Don't forget to do your homework too.)

Personality tests

1. โปรดทำเครื่องหมายXหน้าข้อความที่ใกล้เคียงกับลักษณะนิสัยของคุณมากที่สุด (Please choose the sentence that represents your personality the most.)

- ก. มักเลี่ยงฝูงชนและชอบความสงบ (I usually avoid the crowds and prefer quiet places.)
ข. เสียใจเจอแฉและฝูงชนไม่เป็นปัญหา (I enjoy hanging out with a lot of people.)
- ก. ฟังน้อยกว่าพูด (I talk more than I listen.)
ข. ฟังมากกว่าพูด (I listen more than I talk.)
- ก. สื่อสารด้วยความกระตือรือร้น (I usually communicate with enthusiasm.)
ข. เก็บความกระตือรือร้นไว้ในใจ (I usually hide my enthusiasm.)
- ก. มีสมาธิดี (I can concentrate on something for a long time.)
ข. เสียสมาธิง่าย (I lose my concentration quite easily.)
- ก. พูดคุยกับคนง่ายและชอบร่วมกิจกรรม (It is easy for me to socialize with others.)
ข. เลือกพบคนและกิจกรรมที่จะเข้าร่วม (I like to choose the people I socialize with.)
- ก. คิดดีแล้วค่อยพูด (The things I say out loud are well-thought-out.)
ข. พูดโดยไม่ทันคิด (I say things without much consideration.)
- ก. เติมพลังด้วยการสังสรรค์ (I recharge my energy by socializing with others.)
ข. หายุดพักระหว่างวัน (I recharge my energy by resting by myself.)
- ก. ให้เวลาตัวเองเพื่อบริหารจัดการสิ่งที่ได้ทำไป (I spend time with myself to think through things I did.)
ข. อยู่ว่างไม่ได้ ต้องหาอะไรทำ (I don't like being free, and always find activities to do.)

9. ก. ชอบสังสรรค์ในกลุ่มเล็ก หรือทำงานเอง (I like working by myself or with a small group of people.)
ข. ชอบทำงานและสังสรรค์เป็นกลุ่ม (I like working with other people.)
10. ก. ชอบเป็นคนเด่นในงาน (I like being a spot light.)
ข. ชอบเป็นแนวร่วม (I like being the person behind the scene.)

2. โปรดทำเครื่องหมายXหน้าข้อความที่ใกล้เคียงกับลักษณะนิสัยของคุณมากที่สุด (Please choose the sentence that represents your personality the most.)

1. ก. อยากให้ชีวิตชัดเจน ตั้งเป้าหมายให้กับตัวเอง (I set a clear goal for my life.)
ข. หาวีธีปรับตัว และเรียนรู้จากสถานการณ์ที่เข้ามาในชีวิต (I like adapting and learning from events that happen in my life.)
2. ก. ชอบการปรับตัว เข้ากับสถานการณ์ใหม่ๆ (I like adapting to new situations.)
ข. ชอบรู้ล่วงหน้าว่า จะพบกับอะไร (I like knowing beforehand about what to expect.)
3. ก. รู้สึกดีขึ้น เมื่อได้ตัดสินใจไปแล้ว (I feel good after having decided on something.)
ข. ชอบที่จะเปิดโอกาสไว้เสมอ (I like being open for new opportunities.)
4. ก. สนุกกับการทำสิ่งต่างๆ ให้สำเร็จ (I enjoy making my projects successful.)
ข. สนุกกับการเริ่มต้นสิ่งใหม่ๆ (I enjoy starting new projects.)
5. ก. ใช้ชีวิตอย่างยืดหยุ่นเท่าที่จะทำได้ จะได้ไม่พลาดในสิ่งที่ผ่านเข้ามา (I want to live as flexibly as possible, so that I don't miss interesting events.)
ข. ทำงานเพื่อให้ชีวิตที่ลงตัว เป็นไปตามแผน (I want to live a well-planned life.)
6. ก. ชอบเรื่องประหลาดใจ และชอบการปรับในนาทีสุดท้าย (I like surprises and last-minute changes.)
ข. ไม่ชอบเรื่องประหลาดใจ ต้องการรู้ล่วงหน้า (I don't like surprises and I prefer knowing things in advance.)
7. ก. เห็นว่าเวลามีอยู่จำกัด และทำตามกำหนดการอย่างเคร่งครัด (I think time is limited, and I should work strictly according to plans.)
ข. เห็นว่าเวลามีอยู่เหลือเฟือ กำหนดการยืดหยุ่นได้ (I think there is a lot of time left, and schedules are flexible.)
8. ก. ชอบการทำงานตามแผนให้เสร็จ (I like following my plan to finish work.)
ข. ไม่สนใจงานตามแผน ถึงแม้จะทำแผนไว้ก็ตาม (I don't necessarily follow my plan even though I have one.)
9. ก. รู้สึกดีขึ้นถ้าวางแผนไว้ (I feel better if I have a plan.)
ข. อยากทำอะไรก็ตามที่ผ่านเข้ามามากกว่า (I prefer going with the flow.)
10. ก. เป็นคนครว้างๆ ยืดหยุ่น และแล้วแต่สถานการณ์ (I am flexible and I adjust to situations.)
ข. เป็นคนลงตัวและเป็นระบบ (I am systematic and balanced.)