

THREE  
CRITERION  
FACTORS

From a list of eight characteristics derived from the Foreign Service Officer Rating Report form, plus the individual's achievement on two external criteria, statistical analysis suggests one major factor contributing to successful performance in the Foreign Service and two minor but independent factors. The most important factor in success appears to be Good Judgment and Dependability which are found in close association among the officers studied.

The second factor is Ability to Deal Effectively with Others. Finally, the least distinct factor of success is Originality. In fact, Originality appears not to be consistently rewarded in the present system. All three dimensions were conceived statistically to be independent of each other. Thus, being high on one did not necessarily imply being either high, low or in the middle on another.

INTELLIGENCE  
IMPORTANT

While Intelligence correlated with only one criterion variable we did find that the Foreign Service Officers possess I.Q.s significantly above other comparable groups. Actually we suggest Intelligence is a threshold predictor variable. That is, to be successful in the Foreign Service one must possess superior intelligence. Once a man is in the Service, however, his intelligence ceases to be a factor related to his success.