

INSIGHTFUL PROFILER™ (IP121)

iP COACH REPORT

Professional Personality Profiling

For: John Example

REPORT SCOPE

- > Work motivation factors.
- > Strengths for developing key professional competencies.
- > Internal limitations to professional development.
- > Distinctive personality traits.
- > Team role.
- > Synopsis.

ORGANISATION

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ⓘ The contents of the iP Coach report show how your responses compare to the results of other people (norms). This is not a description of who you are or how you see yourself.

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1 RELIABILITY OF REPORT CONTENT

The report has been generated based on responses provided in the questionnaire. The reliability of its content depends primarily on the honesty and attentiveness with which the questionnaire was completed. The control scales included in the questionnaire allow an estimate of the reliability of the answers given.

Below you will find information about the estimated reliability of the data. If it is low, the conclusions from the report should be approached with a great degree of caution. Such a result may stem from conscious distortion of answers, inattentive completion of the questionnaire, or an unconscious tendency to present oneself in an overly favourable light.

It is also worth remembering that the report describes your results in relation to the results of other people. This means that predispositions are presented in terms of what distinguishes you relative to the comparison group. For this reason, you may find some passages surprising — they do not always correspond to your personal self-assessment (and vice versa). This is the difference between a personal perspective and the social comparison perspective on which psychometric measurement is based.

The social comparison perspective provides valuable insight into individuality: it shows how you compare against people of a similar age or in the industry/speciality in which you work or aspire to work. In practice, this helps you better recognise your own strengths and identify developmental areas that may increase your attractiveness and competitive advantage in a given role or speciality.

Levels of data reliability assessment:

- **Green light** – high data reliability.
- **Amber light** – moderate data reliability.
- **Red light** – low data reliability.



Green light

Green light – Reliable data. We hope you find this report an enjoyable and insightful read. To further confirm the accuracy of its content, we encourage you to consider these findings in light of your own experience and the perspectives of people who know you well.

2 INTRODUCTION

PRELIMINARY INFORMATION

Before reading the contents of this report, please read the following information carefully. It will help you make the most of the content presented in the subsequent sections.

Note: The contents of the iP Coach report show how your responses compare to the results of other people (norms). This is not a description of who you are or how you see yourself.

WHAT IS THIS REPORT?

This report is an interpretation of your results obtained in the Insightful Profiler™ (iP121) questionnaire – Professional Personality Profiling. The results are described in terms of:

- factors that may motivate or demotivate you at work,
- predispositions supporting the development of key professional competencies,
- internal barriers that may hinder your development,
- distinguishing traits that set you apart from others,
- natural preferences regarding specific team roles.

WHAT CAN THIS REPORT BE USED FOR?

The conclusions from the report can support, among other things: the selection of training topics and directions for further education, planning developmental goals (e.g. in coaching), and refining the professional role and working conditions aligned with your predispositions.

We recommend reading the report with a decision-making lens – asking: what does this mean for my next steps?

DOES THE REPORT HAVE AN "EXPIRY DATE"?

The results typically have a long "shelf life", as the predispositions measured are characterised by high stability over time. In practice, retaking the questionnaire is usually not necessary.

An exception may be considered if the first assessment was completed before the age of 30 – during this period, some individuals still experience changes related to the stabilisation of their personality structure. Retaking the assessment after the age of 30 may help verify any potential differences.

WHY IS THE DESCRIPTION OF RESULTS SO CONCISE?

The description is intentionally concise to facilitate sound reasoning and support developmental decisions (e.g. regarding the direction of professional development). Conciseness acts as a "quality filter" – protecting against:

- a dilution effect, where an excess of information weakens the significance of what is key and hinders accurate insight,

- information overload (noise), i.e. an excess of content presented in a way that makes it difficult to understand, extract the essence, and apply in practice.

3 WORK MOTIVATION FACTORS

In this section you will find a description of the factors that may most significantly strengthen or weaken your motivation to work. We take into account both elements that add energy and drive to act, and those that may discourage you or "pull" your motivation downwards.

Motivation influences how effectively you use your competencies and how much satisfaction you experience at work. Recognising your own (de)motivating factors therefore has very practical significance: it helps you choose (or shape) working conditions that promote effectiveness and a sense of meaning.

For most people, the ability to satisfy important socio-psychological needs is of key importance. It is therefore worth examining whether the nature of your role and the organisational environment in which you work (or are considering) will support your most important needs — and what you can do to attend to them on a daily basis.

WHAT MOTIVATION FACTORS DO WE ASSESS?

Affiliation: the need to work with people, meet new people, or collaborate within a team

Autonomy: the need for independence in action and self-determination over "what" and/or "how" we do things

Achievement: the need to carry out or lead ambitious projects and attain measurable results

Development: the need for creative and non-routine work requiring the creation and implementation of innovative, original solutions, and an inspiring team atmosphere

Stability: the need to work in predictable conditions that provide employment security, with a clearly defined scope of duties and procedures for fulfilling them

Recognition: the need to work in a prominent position or hold an important function, or at least to be recognised and respected, or perceived as a person of importance

Power: the need to manage others, hold a decisive voice or influence over how situations develop, and advance within the organisational hierarchy

Support: the need to work in a friendly atmosphere based on cooperation, trust, mutual help, and understanding

Fun: the need for exciting work that provides many opportunities to experience positive emotions (e.g. laughter) and is associated with freedom of expression

Variety: the need for interesting — and even (pleasantly) surprising — work, with a varying range (diversity) of responsibilities

Note: The needs that distinguish you most are presented on a two-level scale. It indicates how strong a given need is in you compared to other people:

VERY STRONG NEED – stronger than in approximately 90% of people.

MODERATELY STRONG NEED – stronger than in approximately 70% of people.

YOUR NEEDS AND RELATED MOTIVATION FACTORS THAT DISTINGUISH YOU FROM OTHERS

● AFFILIATION

VERY STRONG NEED

WHAT HELPS YOU THRIVE AT WORK?

Working with people, especially meeting new individuals, helping or informing others, and collaborating in a close-knit team.

WHAT UNDERMINES YOUR ENGAGEMENT AT WORK?

An unfriendly, unsupportive or outright conflictual team atmosphere. Being forced to compete aggressively with others and to push one's own ideas at all costs through influence or even manipulation. A strong results-only orientation.

● AUTONOMY

VERY STRONG NEED

WHAT HELPS YOU THRIVE AT WORK?

Independence in action. The ability to self-determine — to choose what and/or how work is done. A partnership-based relationship with one's manager.

WHAT UNDERMINES YOUR ENGAGEMENT AT WORK?

Constraints and restrictions — no ability to influence the situation, being required to act entirely under others' direction. Low organisational status and no prospects for professional growth or promotion.

● ENJOYMENT

VERY STRONG NEED

WHAT HELPS YOU THRIVE AT WORK?

A variety of experiences: a changing scope of responsibilities. Completing tasks that can be accomplished relatively quickly and easily. The ability to interact with people, especially meeting new individuals. The opportunity to experience strong positive emotions at work: an atmosphere of freedom and playfulness.

WHAT UNDERMINES YOUR ENGAGEMENT AT WORK?

A serious team atmosphere. Working in isolation. Being required to act according to a prescribed procedure — routine work that does not allow for freedom of expression. The need for systematic effort — tedious work requiring diligence and adherence to a pre-set plan.

● VARIETY

VERY STRONG NEED

WHAT HELPS YOU THRIVE AT WORK?

A variety of work experiences: a broad or shifting scope of responsibilities. Freedom of action: the ability to demonstrate an innovative and unconventional approach. Working with people: collaboration in a team, meeting new individuals. Access to training and various forms of developmental support — the ability to broaden one's competencies.

WHAT UNDERMINES YOUR ENGAGEMENT AT WORK?

Routine, highly predictable work with a rigidly fixed scope of responsibilities, carried out according to a set plan and schedule. Limited growth opportunities due to the routine nature of tasks — performing the same relatively undemanding tasks every day that do not pose a challenge and therefore provide no impetus for development.

Understanding your own needs and what motivates or demotivates you is one of the most important steps in building a work life that brings satisfaction and a sense of meaning.

Return to this section with the question: which needs are absolutely critical for me, and which most strongly "switch on" or "switch off" my motivation? Then assess to what extent your current (or considered) working environment gives you space to meet them — and what you can do to attend to them more frequently and consciously.

In the long run, it is precisely the degree to which your key needs are met that largely shapes your satisfaction at work.

4 YOUR THREE MOST IMPORTANT NEEDS

Below are the three needs that are most strongly marked in your personality structure. Fulfilling them builds your motivation and professional satisfaction to the greatest extent.

NEED #1	NEED #2	NEED #3
<p>AFFILIATION</p> <p>↑ WHAT ENERGISES YOU Working with people, especially meeting new individuals, helping or informing others, and collaborating in a close-knit team.</p> <p>↓ WHAT DRAINS YOUR ENERGY An unfriendly, unsupportive or outright conflictual team atmosphere. Being forced to compete aggressively with others and to push one's own ideas at all costs through influence or even manipulation. A strong results-only orientation.</p>	<p>VARIETY</p> <p>↑ WHAT ENERGISES YOU A variety of work experiences: a broad or shifting scope of responsibilities. Freedom of action: the ability to demonstrate an innovative and unconventional approach. Working with people: collaboration in a team, meeting new individuals. Access to training and various forms of developmental support — the ability to broaden one's competencies.</p> <p>↓ WHAT DRAINS YOUR ENERGY Routine, highly predictable work with a rigidly fixed scope of responsibilities, carried out according to a set plan and schedule. Limited growth opportunities due to the routine nature of tasks — performing the same relatively undemanding tasks every day that do not pose a challenge and therefore provide no impetus for development.</p>	<p>ENJOYMENT</p> <p>↑ WHAT ENERGISES YOU A variety of experiences: a changing scope of responsibilities. Completing tasks that can be accomplished relatively quickly and easily. The ability to interact with people, especially meeting new individuals. The opportunity to experience strong positive emotions at work: an atmosphere of freedom and playfulness.</p> <p>↓ WHAT DRAINS YOUR ENERGY A serious team atmosphere. Working in isolation. Being required to act according to a prescribed procedure — routine work that does not allow for freedom of expression. The need for systematic effort — tedious work requiring diligence and adherence to a pre-set plan.</p>

5 STRENGTHS FOR DEVELOPING KEY PROFESSIONAL COMPETENCIES

This section of the report describes your aptitudes for developing key professional competencies. The competencies described below belong to the so-called transferable competencies — those that are important in every organisation. They can therefore be found in competency models of virtually all companies, although individual organisations may use their own specific names for these competencies. Competencies define the requirements of a position, while aptitudes describe your preference (readiness) to function in specific conditions.

Having aptitudes for developing certain professional competencies does not necessarily mean that you already demonstrate a high or sufficient level of those competencies. It does mean, however, that — compared to other people — you have the predispositions to excel in a given area. In practice, this means that learning, training, and gaining experience in that direction may be satisfying for you and will typically lead more quickly (and more easily than for many others) to the acquisition of proficiency, the development of necessary knowledge, the shaping of desirable attitudes, and the consolidation of expected behaviours (action strategies).

Knowing your own aptitudes for developing professional competencies has great practical importance for career management and development. The generally recommended strategy is to build a personal competitive advantage in the job market based on the competency or competencies for which you have aptitudes. It is therefore worth seeking employment, gaining professional experience, and choosing training programmes, studies, and other forms of education that will allow you to develop and make the best possible use of your aptitudes.

WHICH APTITUDES FOR DEVELOPING KEY PROFESSIONAL COMPETENCIES DO WE ASSESS?

The following description is the result of a careful review of your personality profile in terms of diagnosing aptitudes for developing the following competencies:

1. Adaptability
2. Communication
3. Creativity
4. Analytical thinking
5. Planning and organising
6. Teamwork
7. Leadership

Note: Each of the competencies described is presented in a bipolar form. This means that the same area may manifest itself in two different ways of operating. For example, aptitudes for developing the "Leadership" competency may indicate readiness to excel both in the role of a leader and in the role of someone who effectively supports execution and delivers results.

The level of aptitudes was assessed on a two-level scale:

VERY HIGH APTITUDES – Your result in this area is higher than approximately 90% of people.

ELEVATED APTITUDES – Your result in this area is higher than approximately 70% of people.

Only those aptitudes in which you achieved an elevated or very high result compared to others are described below. These are the areas that may constitute your natural source of advantage and are worth consciously developing.

YOUR STRENGTHS FOR DEVELOPING KEY PROFESSIONAL COMPETENCIES

ADAPTABILITY - WORKING IN DEMANDING CONDITIONS

Working in stressful, demanding conditions under time pressure or an unfavourable environment vs Working in calm conditions

Work can take place in more or less stimulating conditions. Highly stimulating conditions make work interesting but also stressful, as it is full of challenges. Low-stimulation conditions mean work can sometimes be monotonous, yet it takes place in a calm atmosphere. Which type of working conditions do you have a particular strength for?

You have a very high aptitude for developing competencies in the area of working in highly stimulating and stressful conditions.

YOUR KEY STRENGTHS IN THIS AREA ARE:

- Self-confidence and belief in your own abilities, combined with a sense of control over the situation regardless of conditions
- Optimistic expectations about how situations will develop, resulting in a readiness to work in unfavourable conditions, including under time or performance pressure
- Resilience to frustration and setbacks, quick recovery of psychological balance after failure, and a willingness to tackle difficult challenges

You are most likely to achieve the greatest satisfaction and effectiveness in work that allows you to demonstrate courage, mental clarity and composure when facing difficult challenges, or when operating in conditions others find too demanding, too risky or too dangerous.

INTERPERSONAL SKILLS - WORKING WITH PEOPLE

Working with people vs Working in solitude

Fulfilling professional responsibilities in a given role may require frequent social contact, including meeting many new people — or, conversely, it may involve working alone or within a small team of familiar and trusted individuals. Which type of work do you have a particular strength for?

You have a very high aptitude for developing competencies in the area of work involving frequent contact with people.

YOUR KEY STRENGTHS IN THIS AREA ARE:

- Sociability and boldness, including with strangers or authority figures
- A willingness to initiate contact, meet new people and maintain and nurture relationships
- A preference for working with people, which involves talking to them, presenting to them or informing them of something

You are most likely to achieve the greatest satisfaction and effectiveness in work involving extensive social contact, including meeting new people or making public appearances.

CREATIVITY - OPERATIONAL FOCUS

Focus on future and novel matters vs Focus on current and familiar matters

Problem-solving lies at the heart of professional work. Two key approaches can be distinguished: one focuses on finding innovative, novel solutions, while the other focuses on making optimal use of already available solutions. Which approach do you have a particular strength for?

You have a very high aptitude for developing competencies in the area of operational activity focused on current and familiar (already available) matters.

YOUR KEY STRENGTHS IN THIS AREA ARE:

- Concentration on the most important and most urgent current matters, without projecting thoughts and plans far into the future
- Considering concrete solutions that are currently available and can be applied immediately
- Prioritising utility over elegance or innovation (in keeping with the principle 'a bird in the hand is worth two in the bush')

You are most likely to achieve the greatest satisfaction and effectiveness in work that involves day-to-day operational management or the effective resolution of current, pressing problems.

ANALYTICAL THINKING - QUICK INTUITIVE DECISION-MAKING

Analytical decision-making after weighing all pros and cons vs Quick intuitive decision-making

Professional work involves making a wide range of decisions on a daily basis. Two main decision-making styles can be distinguished: analytical (deliberate but relatively slow) and intuitive (impulsive but fast). Which decision-making style do you have a particular strength for?

You have a very high aptitude for developing competencies in the area of quick, intuitive decision-making.

YOUR KEY STRENGTHS IN THIS AREA ARE:

- Trusting your own intuition when making decisions
- Avoiding excessive deliberation over pros and cons before deciding; an orientation toward making a good-enough decision and moving quickly into action
- A willingness to take risks and act in conditions of uncertainty, even without ensuring that everything has been anticipated and planned in advance

You are most likely to achieve the greatest satisfaction and effectiveness in work that requires rapid decision-making, taking calculated risks and seizing emerging opportunities.

PLANNING AND ORGANISATION - IMPROVISATION

Organised, predictable, procedure-based work vs Variable work frequently requiring improvisation

Work can be organised to varying degrees. A high degree of organisation means work that is planned or governed by established procedures. A low degree of organisation means work that requires improvisation. Which type of working conditions do you have a particular strength for?

You have a very high aptitude for developing competencies in the area of work that requires improvisation, unconventional approaches and frequent changes of direction.

YOUR KEY STRENGTHS IN THIS AREA ARE:

- A preference for improvising rather than planning every action in meticulous detail in advance; a dislike of routine or strictly procedural work
- An orientation toward actions that deliver results quickly and do not require lengthy preparation or laborious effort

You are most likely to achieve the greatest satisfaction and effectiveness in work that requires frequent improvisation and changes of direction or approach, and where following a fixed routine matters less — work that involves completing a variety of different tasks (practically different every day) that deliver expected results relatively quickly.

TEAMWORK - COLLABORATION

Collaboration vs Competition

Work may require close collaboration within a cohesive team, or intense competition — including with colleagues — for the best results. Which type of working conditions do you have a particular strength for?

You have a very high aptitude for developing competencies in the area of teamwork and collaboration.

YOUR KEY STRENGTHS IN THIS AREA ARE:

- An openness to working with others, or even a preference for team-based work
- Trust in people and a generally favourable attitude toward them
- A willingness to support and help others
- An avoidance of confrontation; a tendency to seek amicable resolution of interpersonal conflicts

You are most likely to achieve the greatest satisfaction and effectiveness in work that involves collaborating within a cohesive team and is entirely free from any element of competition.

LEADERSHIP - EXECUTING TASKS DELEGATED BY SUPERIORS

Leading vs Executing

Professional roles can be divided into those that involve leading people and those that involve executing tasks delegated by superiors. Which type of role do you have a particular strength for?

You have a very high aptitude for developing competencies in the area of executing tasks delegated by superiors.

YOUR KEY STRENGTHS IN THIS AREA ARE:

- Acceptance of organisational and team hierarchy
- An avoidance of self-promotion or seeking out a leadership role; a focus on carrying out assigned tasks
- A preference for acting within established guidelines rather than taking independent risks

You are most likely to achieve the greatest satisfaction and effectiveness in work that allows you to fulfil an executive role — implementing tasks and instructions issued by superiors — without the need to demonstrate personal initiative or entrepreneurship.

The contents of this section can and should be revisited multiple times — each time with the intention of drawing new conclusions that will help you better direct your career and professional development. It is also worth considering discussing this part of the report with a trainer or coach. Shared reflection can provide deeper insight and translate into new ideas regarding the direction and means of supporting your development.

The content of this section may be helpful when selecting training topics, directions for further education, and goals for coaching sessions. It may also serve as guidance in the process of finding a professional role and working conditions aligned with your predispositions. When analysing this section — independently or in collaboration with another person — it is worth seeking answers to the following questions:

- What is my aptitude (strength)?
- How can I make even better use of my strengths?
- What working conditions will allow me to fully demonstrate my abilities, increase my satisfaction, and consequently facilitate professional self-fulfilment?

6 INTERNAL LIMITATIONS TO PROFESSIONAL DEVELOPMENT

This section of the report describes identified internal limitations that may hinder your professional development. It also contains guidance that may help you minimise or eliminate these limitations.

Internal limitations are associated with an intensified habit of acting in a way that may hinder the achievement of professional goals. They have a somewhat paradoxical effect on our wellbeing, behaviour, and its consequences. On the one hand, acting in accordance with an internal limitation is most often experienced by you as something natural. On the other hand, it may reduce your effectiveness in pursuing your professional aspirations.

A strong resistance to making changes in one's way of acting often arises — even when you know (or at least suspect) that a given habit may be limiting your development. This means that overcoming internal limitations is possible, but is generally not among the easiest tasks. To succeed, it often requires a particular kind of support.

One element of such support is a reliable and objective diagnosis of the internal limitation. This constitutes the starting point for further developmental actions that help minimise or eliminate a given limitation.

Knowing your own internal limitations has great practical significance. Above all, it makes you aware of the need to introduce a greater degree of self-control, through which you can manage yourself more effectively — in other words, transcend those limitations. They operate like an "autopilot": they are the default instruction for your behaviour. This means that if you do not consciously control your reactions and decisions, you will in all likelihood act in accordance with these limitations.

WHICH INTERNAL LIMITATIONS DO WE ASSESS?

The content of this section is the result of a meticulous review of your personality profile for markers (indicators) of selected internal limitations. The outcome of the review may be the detection of one or more internal limitations, or the finding that none are present.

The profile review is conducted with the aim of identifying markers of the following internal limitations:

- **Overconfidence:** a tendency to overestimate one's own capabilities and underestimate potential dangers or difficulties associated with pursuing one's intentions or assigned tasks, often combined with manifesting a sense of superiority and devaluing others
- **Cautious response style:** a tendency to react to immediate needs or impulses, or under the pressure of the current situation, without showing initiative to consistently pursue one's own long-range intentions and plans; displaying a lack of enthusiasm and reluctance to work systematically on one's own development or the realisation of one's ambitions
- **Excessive caution:** a tendency to act in an overly risk-averse manner, combined with a reluctance to take risks and a fear of making mistakes and social disapproval
- **Sceptical calculation:** a tendency to be suspicious and distrustful of others' intentions, combined with a propensity to manipulate and exploit people, as well as a reluctance to cooperate with others and a competitive attitude

- **Rigid conformity:** a tendency to act in a spontaneous, inflexible manner strictly in accordance with an established plan (guidelines) or recommended procedure; a reluctant, unenthusiastic, and sceptical attitude towards change and novelty; an orientation towards maintaining the status quo
- **Impulsive enthusiasm:** a tendency to be easily "infected" by ideas and equally easily give up on implementing them; a reluctance to work systematically on the realisation of long-term plans; a preference for fun — i.e. pleasurable "here and now" — over consistently building a "better tomorrow"
- **Dependent attitude:** a tendency to avoid making independent decisions, showing initiative, and expressing unpopular opinions; a lack of assertiveness and reluctance to express disagreement; a fear of losing approval or support from others combined with a tendency to please others

 **Note:** The level of each identified internal limitation is assessed on a two-level scale:

STRONG LIMITATION

MODERATE LIMITATION

The assessment of the level of internal limitations is an indication of developmental priorities — strong internal limitations should be addressed first. If all internal limitations are strong or moderate, the order in which they are addressed is a matter of personal choice.

YOUR INTERNAL LIMITATIONS

● CAUTIOUS RESPONSE STYLE

STRONG LIMITATION

DESCRIPTION OF THE LIMITATION:

It is difficult to spark enthusiasm in you, especially regarding goals and tasks that require long-term commitment, independent initiative, creative thinking, and an innovative approach. You prefer to live for today without thinking too far into the future. Rather than systematically working on your development or pursuing long-term intentions, you value satisfying current needs and immediate whims. It is usually the pressure of a situation that forces you to change your approach, show some creative thinking, and take initiative - you are rarely motivated to exhibit these traits on your own.

UNDESIRABLE CONSEQUENCES FOR PROFESSIONAL DEVELOPMENT:

Professional development requires strategic thinking (looking into the future), consistent work towards achieving long-term intentions and subsequent sub-goals leading to their realization, initiative, and usually a significant dose of creative thinking (e.g., to find a niche and stand out from others). Without these traits, successful professional development can only be the result of a lucky coincidence, rather than the consequence of implementing a well-thought-out strategy - which increases the probability that we will achieve what we truly care about, when we truly want it. A cautious response style poses a significant risk to the success of professional development - it largely contradicts pro-developmental activity.

TIPS AND RECOMMENDATIONS:

- Consider what truly matters to you and whether professional development and success are valuable goals for you.
- Find a mentor - someone whose example, advice, and direct support will inspire you to consistently work on your own development and achieve your professional goals.
- Avoid getting bogged down (losing yourself) in day-to-day matters - whether it means satisfying your current needs and whims, or working on the most urgent goals or assigned tasks. It is important to occasionally reflect on where your current actions are leading you and what you truly dream of. Be ready to demonstrate creative thinking and initiative to plan and initiate actions that will bring you closer to achieving what is truly important to you. Always remember that the realization of your dreams depends on your decisions and consistent actions.

● FLASH IN THE PAN

STRONG LIMITATION

DESCRIPTION OF THE LIMITATION:

You are relatively easy to inspire or interest in a particular idea (activity, etc.), however, your enthusiasm fades just as easily, and you quickly become bored. Therefore, systematic and consistent work towards achieving long-term goals is very difficult for you. You are even inclined to avoid situations that require this kind of work, effort, and discipline. Instead of systematic and consistent work, you seem to prefer having fun or pursuing goals that you can achieve relatively easily and quickly.

UNDESIRABLE CONSEQUENCES FOR PROFESSIONAL DEVELOPMENT:

Building a personal competitive advantage in the job market usually requires skills or solutions (creative use of one's own knowledge), the development of which involves the necessity of consistent and systematic work. A 'flash in the pan' attitude is therefore a fundamental obstacle to the possibility of developing such skills or solutions.

TIPS AND RECOMMENDATIONS:

- You can feel genuine enthusiasm, so the primary developmental goal is to maintain this enthusiasm for a longer time - sufficient to develop the needed skill or desired solution.
- To maintain enthusiasm at a relatively high level for a longer time, it may be helpful to break down the main goal into a series of smaller sub-goals that you can achieve relatively quickly and easily.
- Try to diversify and make the way you pursue your professional goals more enjoyable - to sustain enthusiasm, you cannot let yourself get bored.
- See if a helpful strategy for maintaining enthusiasm in your case would be collaborating with another person on achieving similar goals, or even placing a bet with them on who achieves the goal first.

Working to overcome your own internal limitations requires determination and perseverance, as it involves breaking deeply ingrained habits and attitudes. Getting to know your internal limitations is the first step on the path to transcending them.

It is worth discussing identified limitations with a coach. Changing habits and attitudes that hinder successful professional development tends to be more effective when you can count on the professional support of someone capable of facilitating the process of change in the direction you desire.

i Remember: Overcoming internal limitations involves replacing them with more adequate and helpful action strategies — that is, new habits and attitudes. A coach can support you in the process of change itself, while the direction of that change depends above all on you and your choices. Consider in which direction you want to modify your behaviour: what way of acting will be optimal for you and for the achievement of your professional goals.

7 DISTINCTIVE PERSONALITY TRAITS

This section of the report presents the traits that distinguish you from other people. The traits described here reflect your dominant tendencies — that is, ways of acting that are not only characteristic of you, but that you also turn to most readily and most frequently (often unconsciously). Dominant tendencies can be compared to an "autopilot": unless other circumstances are at play (e.g. pressure from others, the demands of the situation, or a strong resolution to behave differently), you tend to act in accordance with these tendencies.

Knowing your own distinguishing traits (dominant tendencies) has great practical importance for career management and professional development. Dominant tendencies can be both your strength and a limitation — depending on the circumstances (e.g. working conditions). Awareness of your own tendencies helps you, on the one hand, choose or create working conditions that are well aligned with them, and, on the other hand, consider broadening your behavioural repertoire with new ways of acting. This increases flexibility and consequently makes it easier to function effectively across a wider range of different working conditions.

WHICH DISTINGUISHING TRAITS DO WE ASSESS?

The description below is the result of a careful analysis of your personality profile in terms of diagnosing traits that distinguish you from other people in the following seven areas:

1. Emotionality
2. Conflict-proneness
3. Interpersonal relations
4. Task motivation
5. Professional roles
6. Personal development
7. Action style

Note: The following description covers only those traits in which you stand out from other people — positively or negatively (i.e. your result is more pronounced than for the majority). Traits that you possess but whose level is similar to most people are not described here.

The strength of how much a given trait distinguishes you is presented on a two-level scale:

STRONGLY DISTINGUISHING TRAIT – Your result for this trait is higher than approximately 90% of people.

MODERATELY DISTINGUISHING TRAIT – Your result for this trait is higher than approximately 70% of people.

The length of the description below depends on how (a)typical your personality profile is. If you have many traits that clearly distinguish you (i.e. your profile is more pronounced), the description will be more extensive. If, on the other hand, your profile is more typical and close to the majority, the description will be shorter.

A large number of distinguishing traits means you have a very pronounced personality profile. At the same time, this may be associated with less behavioural flexibility. Conversely, a small number of distinguishing traits — or even a typical personality profile — paradoxically means a greater range of flexibility.

YOUR DISTINCTIVE TRAITS

Regardless of how many areas reveal distinguishing traits in you — whether one or all seven — you possess a pronounced personality. This means that certain traits are particularly marked in your profile, and as dominant tendencies they may clearly influence your way of thinking and acting.

A pronounced personality "spreads its wings" most fully in conditions that are well aligned with it. It is therefore worth reading the description above carefully and reflecting — independently or with a coach — on in which situations your distinguishing traits will be a strength, and in which they may hinder the smooth achievement of your goals.

Optimal professional development involves the conscious use of the potential contained in distinguishing traits, including by choosing or creating working conditions that are consistent with your dominant tendencies.

If, however, a given trait in certain conditions does not work in your favour and becomes more of a hindrance, the key task is to take conscious control over the way it is expressed — especially since it often activates like an "autopilot". In such a situation, a distinguishing trait may point to a specific developmental need that you can address by developing the appropriate competencies.

i Remember: The traits that distinguish you can be both your strengths — to be used as effectively as possible — and a signal of developmental needs that are worth attending to first in order to optimally guide your professional development.

8 TEAM ROLE

This section of the report presents your predispositions and inclinations to fulfil key team roles. A team role can be understood as a characteristic behavioural style that adds value to shared work.

The added value for a team largely stems from the roles that team members are able to fulfil effectively. As a team member, you may be asked to take on more than one team role. This means that various behavioural expectations may be placed on you — depending on the stage of work on the team task. In this context, the optimal situation is to have predispositions or inclinations to fulfil at least two of the five key team roles.

The difference between a predisposition and an inclination comes down to the type of readiness for a given role. If you have a **predisposition** to fulfil a team role, it means that your readiness distinguishes you relative to other people — even if you do not subjectively feel fully suited to that role. If, on the other hand, you have an **inclination** to fulfil a particular role, it means that you are willing to fulfil it, because it largely suits you or you perceive it as "just right" for you.

In the case of inclination alone, whether your readiness to fulfil a given role distinguishes you relative to others depends on whether — in addition to the inclination — you also have a predisposition to fulfil it. The ideal situation is therefore when your inclination to fulfil a given team role is simultaneously confirmed by the possession of a predisposition to fulfil it.

WHICH TEAM ROLES DO WE ASSESS?

During the assessment, we verify your predispositions and inclinations to fulfil the following key team roles:

- **Creative visionary (strategist):** A creative person, curious about the world and other people. Accurately identifies emerging opportunities, appreciates available possibilities, and is able to communicate them to others in an inspiring way. Capable of planning on a grand scale, though sometimes at a high level of generality, and therefore needs an organised tactician by their side who can translate their visions into concrete action plans.
- **Organised tactician:** A clear-headed person who focuses their attention on what can and should be done to move closer to the achievement of the set goal. Characterised by meticulousness, attention to detail, methodical action, and prudence.
- **Efficient implementer:** A person who conscientiously carries out assigned tasks. They can always be counted on, as they are reliable, consistent, and diligent. They complement the creative visionary and the organised tactician perfectly.
- **Prudent guardian:** A person who can spot the "hole in the whole". They add critical judgement to the enthusiasm of the creative visionary, which helps refine ideas and avoid unnecessary risk or error. In this respect, they complement the organised tactician.
- **Supportive caretaker:** A person for whom it is important that the team is cohesive and that work within it proceeds without conflict. They therefore care about a good atmosphere within the team, mutual understanding, and open communication. They calm the situation when the team atmosphere becomes stormy, and encourage and inspire hope when team morale falls.

YOU HAVE NOTEWORTHY PREDISPOSITIONS FOR THE FOLLOWING TEAM ROLES, PLACING YOU ABOVE MOST PEOPLE IN THIS REGARD:

● GOOD CARETAKER

You care deeply about the team atmosphere being positive, conflict-free and characterised by collaboration, mutual understanding and respect. You work to ensure that team activities take place in a supportive environment. Depending on the situation, you calm the team or encourage it.

● EFFICIENT EXECUTOR

You are capable of conscientiously delivering the tasks assigned to you, which makes others inclined to regard you as a trustworthy person who is diligent, responsible and well-organised.

Knowing your predispositions and inclinations to fulfil team roles is of great importance if you wish to consciously contribute value through your work to the teams in which you collaborate. A well-composed team consists of people who are each capable of fulfilling more than one role, while at the same time — as a whole — the team is able to "fill" all key team roles. If a team lacks a person capable of effectively playing a needed role, the productivity of the entire team may suffer — regardless of the competencies of the other members.

To maintain a high level of productivity, a team should have at least one person in its ranks capable of effectively fulfilling each of the key roles. Reflect on, appreciate, and begin to consciously use your predispositions and inclinations. Plan how you wish to contribute value through your behaviour to the activities of the teams closest to you — and in which situations your role may be particularly important to them.

9

SUMMARY OF YOUR PROFESSIONAL PERSONALITY PROFILE



YOUR IDEAL ROLE SHOULD SATISFY YOUR KEY SOCIO-PSYCHOLOGICAL NEEDS, NAMELY:

- affiliation
- variety
- enjoyment



IT SHOULD ALSO MAKE USE OF YOUR KEY STRENGTHS (ASSETS), NAMELY:

- working in demanding conditions
- working with people
- operational focus
- quick intuitive decision-making
- improvisation
- collaboration
- executing tasks delegated by superiors



AT THE SAME TIME, YOU SHOULD BE MINDFUL OF YOUR INTERNAL LIMITATIONS, WHICH MAY HINDER YOUR PROFESSIONAL DEVELOPMENT. PAY PARTICULAR ATTENTION TO:

- cautious response style
- straw enthusiasm



ALSO NOTE THAT YOU HAVE A DISTINCTIVE PERSONALITY — YOU POSSESS CHARACTERISTIC TRAITS THAT SET YOU APART FROM OTHERS IN THE AREA OF:

- dominance of positive emotions
- conciliatory attitude
- collaboration

- optimism
- empathy
- status quo
- action_style

 **FURTHERMORE, YOU SHOW INCLINATIONS TOWARD THE FOLLOWING TEAM ROLES:**

- good caretaker
- efficient executor

10 SYNOPSIS OF YOUR PROFESSIONAL PERSONALITY PROFILE

The Synopsis is a numerical summary of your professional personality profile.

The results below show the intensity of the basic personality predispositions that in this report serve as indicators of the content described. Analysing the level of these predispositions can help you better understand the resulting needs (motivators), aptitudes, internal limitations, strengths (distinguishing traits), and role preferences.

The reference point is the average result (5–6). Lower results (reduced or low) and higher results (elevated or high) indicate that in a given area your predispositions are more pronounced relative to other people — meaning they distinguish you more clearly in terms of a given trait.

Remember: The results below do not describe how you see yourself; they show how your predispositions compare to other people.

 Your result (marker on axis)  Scale 1-10 (centre = population average)

Sten 1-4= below-average score **Sten 5-6**= average score **Sten 7-10**= above-average score



11 THANK YOU & EVALUATION SURVEY

THANK YOU & EVALUATION SURVEY

Thank you for using the iP Coach Insightful Profiler™ (iP121) report. We are committed to providing the best possible service, and we invite you to share your feedback on the content of the report.

Please complete a short, anonymous survey — it will take no more than a few minutes. We will take your answers into account as part of our ongoing process of improving the report.

If you wish, you can also use selected conclusions from the report to showcase your strengths and areas of development on social media (e.g. LinkedIn or Instagram). For many people, this is a practical way to let future employers or clients see your results obtained using an independent psychometric tool.

If you decide to share a reflection or a portion of your results, we kindly ask you to use the hashtags: **#iP121 #InsightfulProfiler** — this will help us reach a wider audience and enable more people to better understand themselves.

Thank you!

Advisio Poland Team

[COMPLETE THE SURVEY](#)