

**Camilla Blöcher**

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ipa|NORDIC

**Full report**

# IPA CORE

## Integral Personality Analysis

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Done by:

null

Taiga Solar A/S



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# IPA Integral Personality Analysis

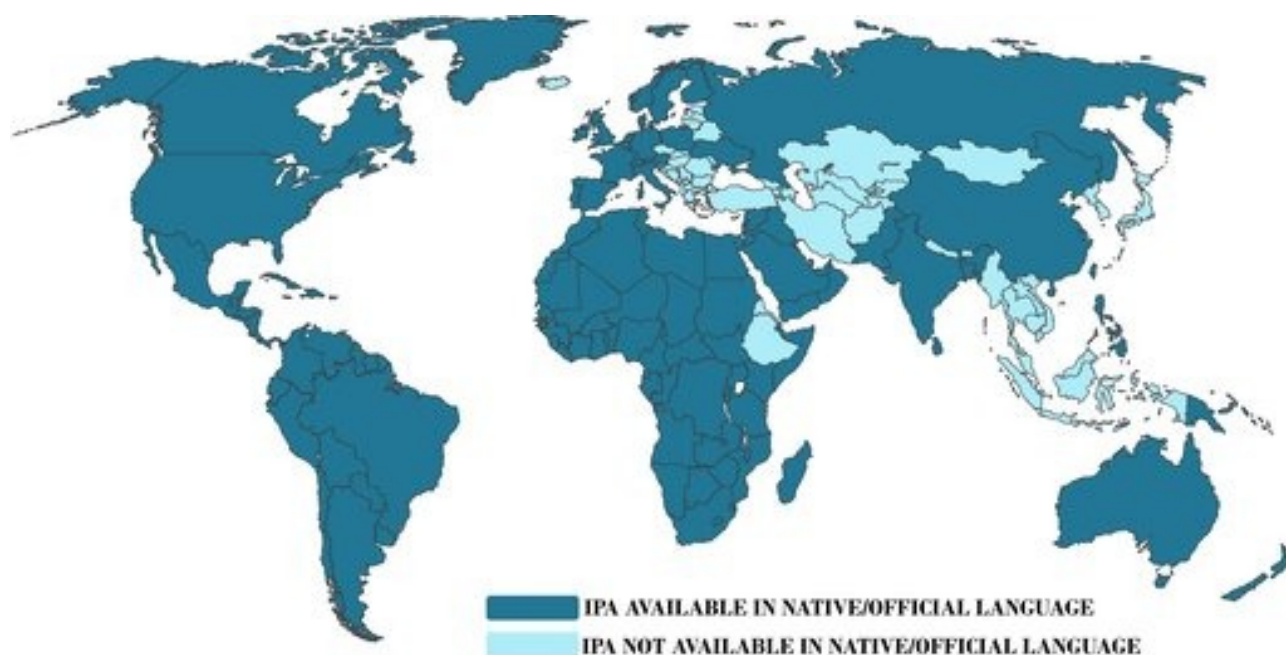
IPA is a Danish-developed personality analysis, the first version of which was constructed in 1996. Since then, the analysis has been further developed and adapted to the changes taking place around us. The current version is from 2016.

The IPA analysis is constructed on the basis of classical trait theory, where the result is created by answering a series of statements, divided into 12 personality traits. It is standardized on various local norm populations, and the result of an IPA Analysis is shown on each personality trait and assessed against this norm.

The IPA Analysis is available for 82% of the world's population.

The IPA Analysis is used for the selection and development of people in the workplace. Approximately 20,000 managers and employees, mainly from the Nordic countries, have been through a version of the IPA Analysis.

The IPA Analysis is primarily conceived in the Scandinavian tradition as a personality analysis that serves as a starting point for a conversation about a person and a job, about personal development and about leadership.



# IPA Integral Personality Analysis

People who score high on Social Understanding, Trust and Extroversion feel at home in the **Green Room**. They show great interest in the people around them, and they spend a lot of time getting to know and understand other people's thoughts, feelings and actions.

They are social, open-minded and tolerant, and their focus on emotions and relationships has given them strong social skills.

People who score high on Intuition, Integrity and Influence feel at home in the **Yellow Room**. They possess a strong personality and the mental freedom that is needed to fulfil their potential. They have an optimistic belief in the future and its possibilities.

Even when they face opposition and hardship, they stay standing on their own two feet. They want to be influential and inspirational, both with regards to their own life, but also with regards to people around them.

**SOCIAL UNDERSTANDING**  
**CONFIDENCE**  
**SECURITY BRIEFING**



**INTUITION**  
**INTEGRITY**  
**INFLUENCE**  
**UNAMBIGUITY**

**PERFORMANCE MOTIVE**  
**SELF-CONFIDENCE**  
**INDEPENDENCE**

**SYSTEM ORIENTATION**  
**DETAIL ORIENTATION**  
**SECURITY BRIEFING**

People who score high on Performance Motivation, Self-Confidence and Independence feel at home in the **Red Room**.

They pursue freedom and Independence, and they use their strong mental platform to tackle any difficult and challenging tasks. They have an urge to constantly perform tasks in a better, faster and more efficient way, and their view on themselves and their own talents and possibilities in life is always positive.

People who score high on System Orientation and Security Orientation feel at home in the **Blue Room**. They prefer order, regularity and stability, and they thrive in jobs that have clear expectations, clear rules and fixed structures. They prefer to solve their tasks using well-defined and accurate data from a known and predictable universe. They like jobs that have unambiguous success criteria and where they feel that they are in control of things.

## PROFILE

Taiga A/S is a Danish company specialized in the design, development, production and distribution of solar cells, which thanks to its continuous work in this field has developed into an internationally active company.

## INDUSTRIAL SOLAR CELLS SINCE 2003

In 2003, the company began designing, developing and selling solar cells tailored to the Scandinavian market. In 2008, Taiga launched a completely new generation of solar cells that broke the perception of solar cells as a heavy and clumsy technology designed for southern Europe. Today, our entire product range consists of solar cells with a modern, simple design, robust housing and high performance, which together provide the highest quality right to the end.

## QUALITY ALL THE WAY TO THE END

Danish design and high quality standards are key concepts in our work and in our efforts to find the best solutions for the solar cells of the future. We use only the best materials and the most advanced production technology. To ensure that we always meet the requirements for high quality and reliability, we continuously perform quality tests of the various components.

Translated with DeepL.com (free version)



# Reading guide

The report is structured as follows:

## **MAIN FACTORS**

This section contains the written assessment of the candidate on each of the 4 Main Factors of the IPA Analysis. This is also the section that identifies the candidate's core features.

## **INDIVIDUAL FACTORS**

This section contains a written assessment on each of the 12 Personality Traits in the IPA Analysis. It will also provide you with the assessment of the candidate's Unambiguity in their responses.

## **LEADERSHIP FACTORS**

This section contains an assessment of the candidate's leadership potential on a range of Leadership Scales that are included in the IPA Analysis as a "test within the test".

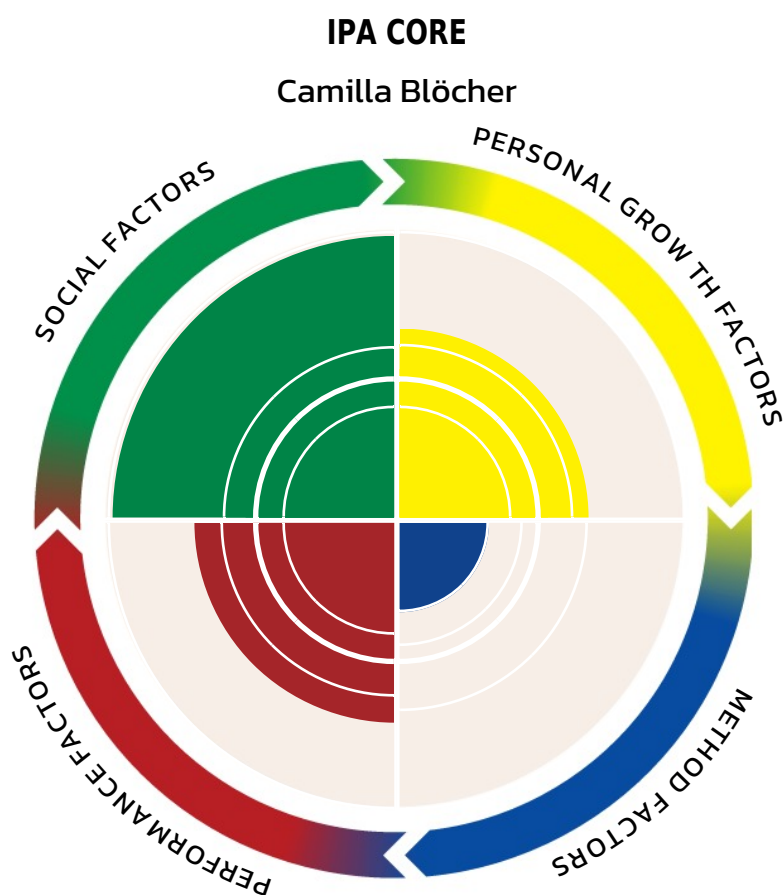
The final conclusion of the report is shown as a graphical presentation of the candidate's score on all scales of the IPA Analysis, i.e. the Main Factors, the Single Factors and the Leadership Factors.

## MAIN FACTORS

The 12 personality traits of the IPA Analysis are divided into four main factors, each illustrated by a color.

Each main factor represents a specific mental platform upon which people place personal experiences and skills throughout their lives, and then apply these to their work life. The four main factors are interconnected and integrated in the sense that the quality and content of what people learn and develop on one platform is dependent on what they have learned and developed on the other platforms.

The following summary provides an overall and comprehensive assessment of the candidate, distributed across the 4 Main Factors of the IPA Analysis. This gives a larger picture of the candidate, but nuances on individual traits may be lost. However, these nuances can be found in the assessment of the individual traits later in this report.

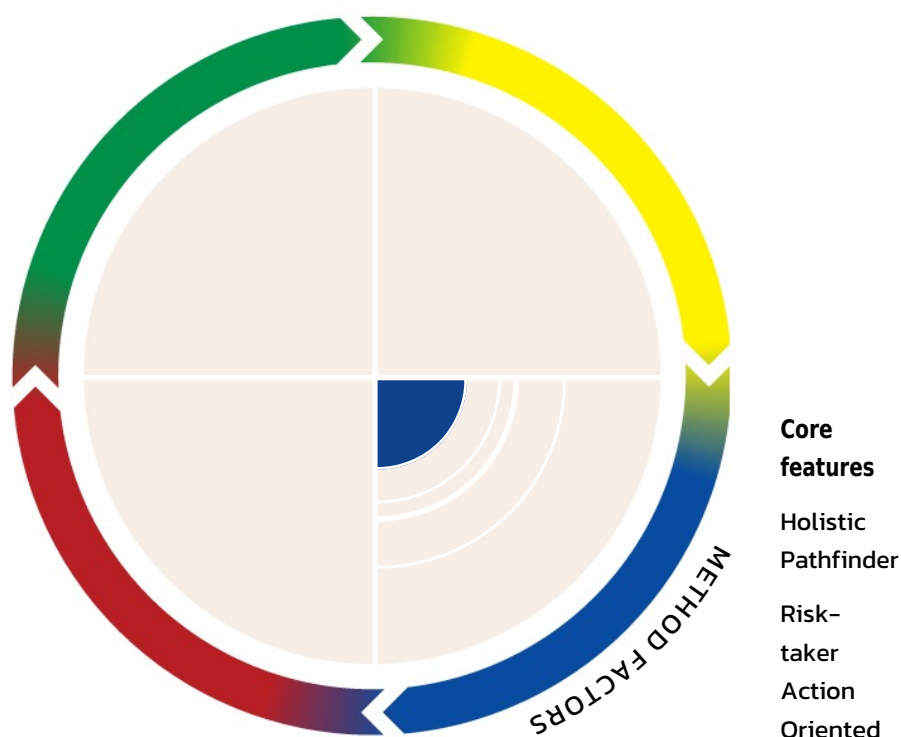




## Method Factors

The Method Factors say something about how people perceive reality and its possibilities and limits. These factors reveal how people cognitively organize their perception of reality in order to carry out tasks in an efficient manner. The way people think and organize reality is related to their individual needs for certainty, predictability and order, and the Method Factors precisely record to which degree each individual needs these things.

The Method Factors reveal how people prefer to collect, process and apply their experiences and knowledge in order to out any task the best way possible.



Camilla Blöcher feels comfortable performing tasks that must be solved in a varied and dynamic setting, where there is freedom to improvise in relation to which way to carry out the task. However, this is not the main focus of her thoughts and self-perception. She has a relatively low weighting of this trait, which means that the way a task is solved is not that important for Camilla Blöcher.

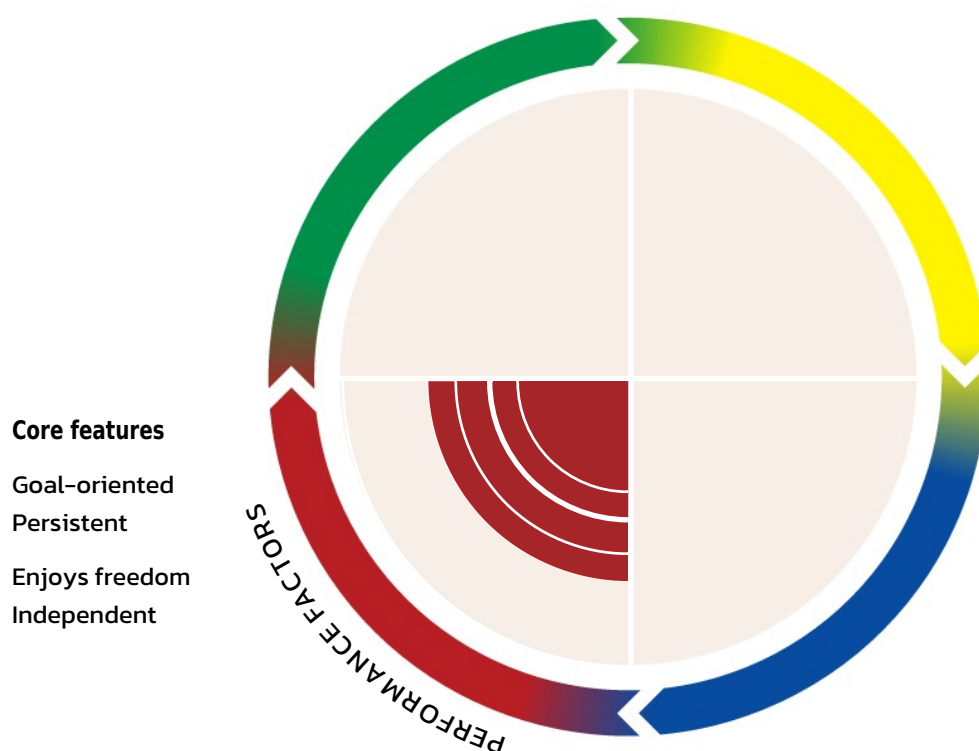
she would rather focus her energy on other parts of the task solution. At the same time, the answers are characterized by relatively many contradictions. This means that it can be difficult for the surroundings to get a clear picture of her way of approaching the tasks, and Camilla Blöcher's behavior on the method factors is neither very visible nor particularly marked.



## Performance factors

The performance factors are linked to the way people deal with difficult, critical and challenging situations, the goals they set themselves, as well as the energy and willpower they are able to mobilize in order to overcome the obstacles they encounter along the way.

The performance factors are an expression of how strongly one stands on the personal and individual platforms.



Camilla Blöcher is mentally very strong, and this personal strength makes her well equipped to cope with difficult, critical and challenging situations. She is driven by an inner urge to always perform her very best, and constantly seeks improvement in order to become more skilled, faster and more efficient in her performance. Camilla Blöcher is a person who basically has a positive view of himself, her abilities and potential, and she possesses an inner belief that things will work out, in spite of obstacles and resistance.

Camilla Blöcher finds her motivation in freedom and independence, such as having the opportunity to set her own agenda, to decide how tasks are to be solved, and to be responsible for her own success. Camilla Blöcher is best located in a work environment characterized by high individual demands, clear challenges, and a will to fight in order to achieve the set goals. The organization she works in must be characterized by freedom and plenty of room for the individual to unfold.

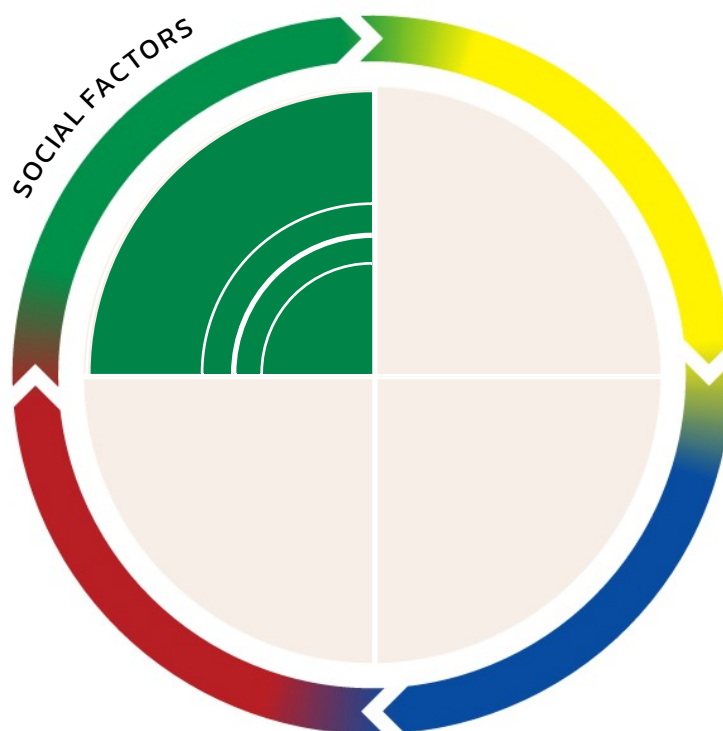
## Social factors

Relationship Factors are linked to the way people interact with each other and how they behave in social contexts.

In a workplace, this is primarily concerned with the ability to achieve results in collaboration with others, through a good understanding of oneself and the people around you.

### Core features

Understanding  
Inclusive  
Positive  
Open  
Sociable  
Involving



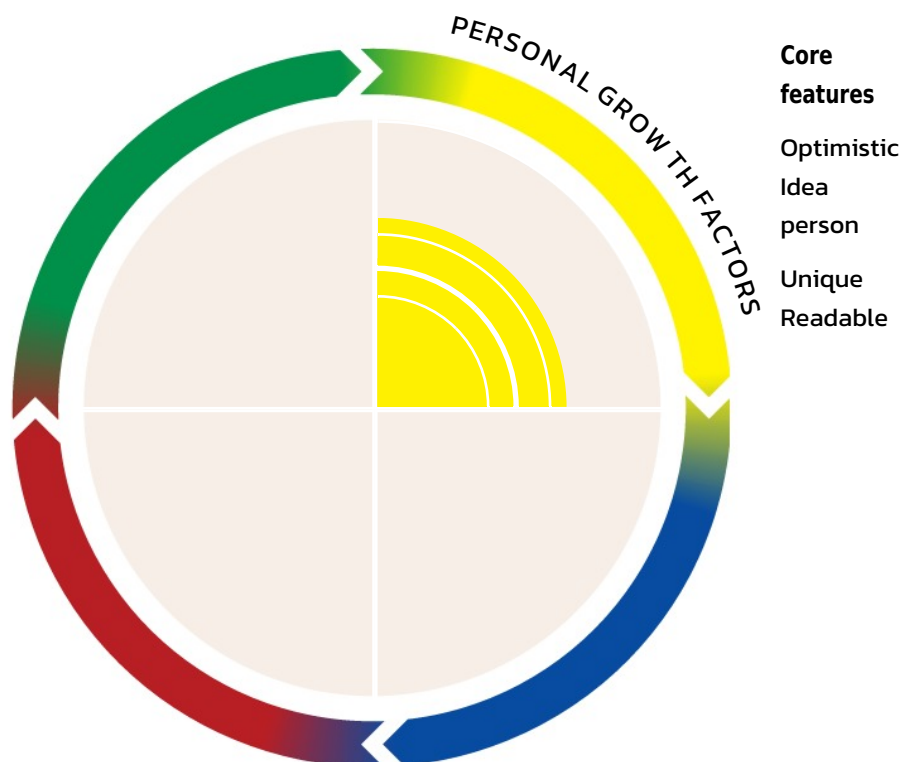
Camilla Blöcher is a person who, by virtue of his interest in other people, his social curiosity, and his positive view of his surroundings has provided her with strong social competences. She has a genuine interest in others, and she is a patient listener who people lean on when they need advice about their problems, conflicts or otherwise need help and support. Camilla Blöcher is, in short, someone who always finds the time to share her own experiences in order to help others. Camilla Blöcher is a person who basically has a positive view of his fellow human beings, who trusts others, and who often establishes warm relationships with his surroundings on the basis of his friendly and positive manner.

Camilla Blöcher is happy to share her views and experiences with others and she is convinced that something positive and helpful will actually come out of this sociable behavior. Camilla Blöcher is best placed in a job situation in which positivity, high social competence and an insight into social processes are essential success criteria.

## Personal growth factors

The personal growth factors are linked to our mental freedom and the extent of the space in which we seek the opportunities to realise our full personal potential.

These Growth Factors are about the freedom to view the world from our own ideas, freedom from intimidation and coercion, and the freedom to decide, set direction and be the captain of our own ship.



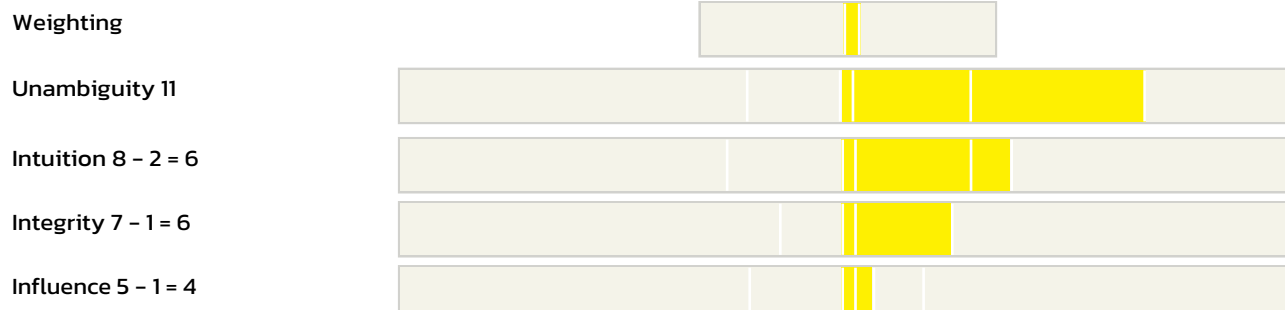
In some areas of life, Camilla Blöcher has good opportunities to realize her inherent potential. She is a person who has a reasonably positive belief in and expectation for the future, she often stands firm on her views when they are challenged, and she mostly has the desire and will to decide over her own life. However, there is also something that pulls in a different direction. Camilla Blöcher has weighted the Personal Growth Factors highly, but the answers are marked by a number of contradictions. There are also limits to how often Camilla Blöcher will feel independent enough to choose her own path regardless of the expectations and pressures of the surroundings.

In some situations, Camilla Blöcher will be more affected by external factors than her own views. She is characterized by a reasonably independent mindset, but in some situations he –/ she will follow the group instead of her own path.

## Single factors

Graphic overview of the candidate's individual personality traits

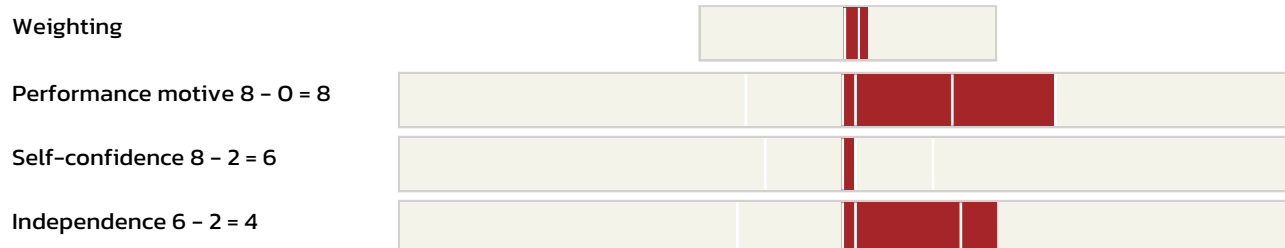
### PERSONAL GROWTH FACTORS



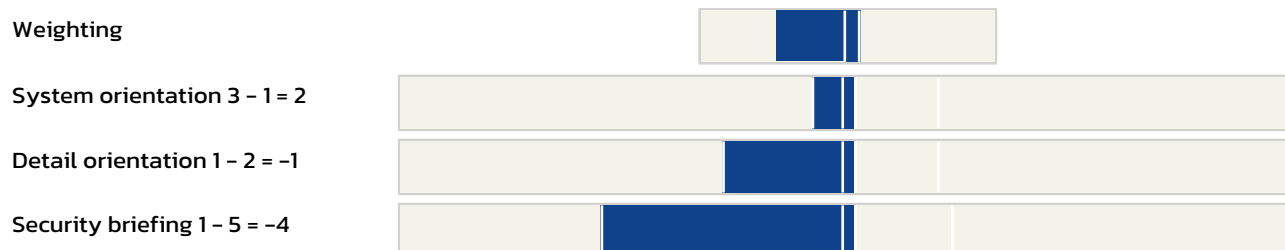
### SOCIAL FACTORS



### PERFORMANCE FACTORS



### METHOD FACTORS



## Method Factors

### Written assessment of the individual personality traits

System orientation 3 - 1 = 2



Camilla Blöcher primarily pulls in the direction of a desire for a reasonable degree of order, structure, and clarity in relation to her problem solving, but this is not the main focus of her mindset. Her weighting on this particular trait is below average, which means that aspects concerning rules, conditions and systems are not that important for Camilla Blöcher.

Thus, the analysis does not show a marked and visible behavior from this particular trait in Camilla Blöcher, however for the most part she will be reasonably systematic in her approach to the tasks.

Detail orientation 1 - 2 = -1



Camilla Blöcher has provided answers to this trait that are weighted below average and are characterized by quite a few contradictions. She probably pulls mostly in the direction of a desire to be free from having to bury himself in detail, however this desire is not the primary focus of his mindset.

For that same reason, it can be difficult to spot a marked and visible behavior of this trait in Camilla Blöcher, but basically, she mostly pulls in the direction of a desire for a certain freedom to find her own way.

Security briefing 1 - 5 = -4



In many situations, Camilla Blöcher is a spontaneous and quick decision maker who would rather take a risk than wait too long. She is fine with tasks where she does not know the full consequences of the decisions in advance, and she is someone who likes to press the "Go" button and set things in motion, without being sure where it all ends up.

Camilla Blöcher thrives on the energy and challenge she gets from excitement and unpredictability, and she sometimes possesses a restless impatience. For that same reason, Camilla Blöcher will get bored with tasks that are perceived as being too slow-paced or lack an element of decision-making.

## Performance factors

### Written assessment of the individual personality traits

Performance motive 8 – 0 = 8



Camilla Blöcher is a person who is driven by an inner urge to always perform their very best, and she is constantly seeking to improve in order to become more skilled, faster and more efficient in her performance. Camilla Blöcher has the willpower and energy to achieve the set goals, and it is important to Camilla Blöcher to know which phase the project is at, what has been achieved, and which results have been achieved. Camilla Blöcher gladly accepts a challenge and is someone who gives everything she has in her and expects the same from her surroundings. Camilla Blöcher feels comfortable in a competitive work environment where people are driven by perseverance, energy, and willingness to reach the set goals and complete what has been planned.

Self-confidence 8 – 2 = 6



Camilla Blöcher is a person who most often trusts himself and has a core belief that she will most likely reach the set goal. She has a reasonably positive view of herself and her possibilities, and on the whole has a self-confidence that is sufficient in the vast majority of situations. However, if she comes under heavy pressure or faces a new challenge, she will need time for contemplation and consideration before taking action. Camilla Blöcher scores high on this trait and there are a few contradictions in the answers. Thus, in specific situations there is a limit to the amount of challenges that Camilla Blöcher without hesitation will throw herself into to.

Independence 6 – 2 = 4



Camilla Blöcher is someone, who is motivated by having the freedom and opportunity to set the her own agenda, to decide how tasks are going to be solved, and to be responsible for making things succeed. Camilla Blöcher wants to be free and independent in relation to others and wishes to pursue his natural urge to deal with things without outside help. Camilla Blöcher wants to decide for himself when and how others should intervene, and she wants room to be able to pursue her own goals. Camilla Blöcher can be skeptical of authorities, and she is best placed in an organization characterized by freedom and ample space for the individual to unfold.

## Social factors

### Written assessment of the individual personality traits

Social Understanding 12 – 0 = 12



Camilla Blöcher is a person who has a great understanding of other people's feelings, experiences and actions. She appreciates deep and confidential conversations about difficult issues, about feelings, relationships, actions and consequences. Therefore, Camilla Blöcher is a person who is both interested in the inner life of others as well as her own. Camilla Blöcher is a patient listener and someone who others like to go to with their problems and conflicts or if they otherwise need help and support. In short terms, she is a tolerant and inclusive person who appreciates diversity and who is willing to use her own experiences to help others.

Confidence 11 – 0 = 11



Camilla Blöcher is a person who basically has a positive view of other people, someone who trusts others and who thinks highly of her fellow human beings. This means that she is an open person who will spontaneously share her experiences, feelings and opinions with others. Camilla Blöcher is seen by others as accommodating, positive and kind, and a person who is social and giving. She contributes to a good environment and rarely finds it difficult to be accepted by his surroundings.

Camilla Blöcher is someone who often creates warm relationships with others due to her friendly and positive attitude, and she feels most at ease in a work context, where friendliness and a positive attitude is paramount.

Extroversion 10 – 0 = 10



Camilla Blöcher is a person who likes to share his views and experiences with others, and who comes across as talkative and dynamic in social contexts. She is an outgoing and sociable person who likes to make conversation. Camilla Blöcher is also a person who likes to share her thoughts with the surroundings because will make her more knowledgeable about himself, the world and everything around her. Thus, the extrovert behavior becomes a problem-solver, a way of seeking answers, whether the questions are big or small.

Camilla Blöcher is a person who spontaneously gets involved in social activities, and she is best in a work environment characterized by constant communication.



## Personal growth factors

### Written assessment of the individual personality traits

Intuition 8 – 2 = 6



Camilla Blöcher is a person who has a fundamentally positive belief in and expectation of the future combined with an optimistic belief that almost anything is possible. Her intuition tells her that it is always possible to come up with way out of a seemingly blocked situation. To Camilla Blöcher, this way out is found through great ideas that might be born out of a sense of direction that then materializes into a more concrete concept to solve the initial problem.

Camilla Blöcher is always involved in thinking up new ideas and solutions.

Integrity 7 – 1 = 6



Camilla Blöcher is a person who stands firm on her views when faced with opposition, and she will defend herself, her integrity and her personal space when she comes under attack. Camilla Blöcher clearly expresses her boundaries and will react if they are crossed. Thus, she will have an easy time shaking off hurtful remarks, and she is good at defending herself against unfair criticism.

Camilla Blöcher is a robust person who can withstand pressure in stressful situations and who will provide an honest opinion even if it might cause problems and conflicts with her surroundings.

Influence 5 – 1 = 4



Camilla Blöcher basically has the desire to take on responsibility and make decisions, first and foremost over her own situation and her own tasks, but she is also happy to take on the management of others. Compared to the average, Camilla Blöcher's answers points mostly in this direction. The answers are generally quite unambiguous, but the weighting is low. This means that everything that has to do with influence and leadership is not the main focus in the mindset of Camilla Blöcher.

The motive for leadership exists, but this is not where Camilla Blöcher places most of her energy and focus.

## Unambiguity

Unambiguity 11



Camilla Blöcher is a person who knows himself well and understands how she matches the personality traits measured in the IPA Analysis. Therefore, she is someone who remains unchanged even if her surroundings change, and she is someone who displays a stable behavior across the vast majority of traits. Therefore, Camilla Blöcher is someone who stands firm on his principles regardless of the situation.

Seen from the outside, Camilla Blöcher is characterized by a clear, recognizable and unambiguous behavior and stands out as a person you know who is.

## Pairwise Trait

### Social understanding / Detail orientation

These two traits point in separate directions which causes a negative correlation. Social Understanding is based on an intuition and a gut feeling, whereas Detail Orientation is focused on accuracy, transparency and precision.

It is difficult to combine flexibility with routine or balance a social focus with a professional mindset. That is why the interpretation is made on a high/low scale, since this leaves more room to see the bigger picture of things.

Social Understanding 12 - 0 = 12



Detail Orientation 1 - 2 = -1



### High Social Understanding / Low Detail Orientation

- This is a person who wants to understand social processes in order to understand themselves better. However, the combination of traits also makes them disregard the finer details. Social processes are complicated and complex. The desire to understand these processes will often be opposed by people who want control of all the details in a social process.
- This person understands and incorporates social processes differently than the factual and measurable analytic approach. They understand and interpret these processes through reflection, feelings and intuition. Also, they have a high positive correlation between Intuition and Social Understanding, and the conclusion is that a low Detail Orientation leaves more room to unfold Social Understanding.
- Deep relations thrive when there is room to think about the greater scheme of things. The focus is on quality of the process, rather than arriving at a final and measurable result. This requires the ability to think and navigate freely without being restricted by definite targets and goals.
- In general, this person has a lot of potential to develop their social skills.

### High Social Understanding / Low Detail Orientation

#### Potential

your social tolerance and broad view of the world makes you good at understanding and interpreting complex social contexts. This competence is crucial in multiple job situations, ranging from leadership and motivation to conflict management.

### High Social Understanding / Low Detail Orientation

#### Challenges

You may miss the nuances of social relations, overlooking important points and insights. You may be excessively interested in other people's feelings and forget to remember who you are and what your role is.

## High Detail orientation

- Prefers routines and having time to explore things in depth
- May be focused more on being right than understanding what the other person has to say
- Prefers to be around people who thinks and acts in a similar way
- May have very clear opinions on what is right and wrong
- Listens patiently to others
- Wants people to explain and clarify things
- Tries hard to really understand other people
- Keeps going until they feel that they get the whole story

**Challenge**

Tends to go on forever about the essence of a story. Talks in circles without reaching a useful conclusion or action

**Challenge**

Tends to judge people easily. Gets stuck on a fixed opinion on others

Low Social understanding

- Really struggles to find the patience to listen to other people
- Hurries on to something that is more interesting
- Thinks that people talk too much about themselves
- Opinions and behavior is highly independent from what other people think and do

**Challenge**

Tends to stick to own perspective of the world, and finds it hard to acknowledge other viewpoints

High Social understanding

- Invests time in deep relations with others
- Tolerant and open-minded with an interest in open-ended questions
- Has no need to change other people's behavior Finds their meaning both alone and with others

**Challenge**

May lack the required patience in situations where the devil is in the details

## Low Detail orientation

## Confidence / Security Orientation

These two traits are each other's contradiction. Confidence is based on an immediate and spontaneous belief in another person without any premeditated assessments. On the other hand, a sense of security works best in a predictable and known world. A world where it is possible to avoid surprises and uncontrollable scenarios.

So, these traits point in separate directions, and we also notice a negative correlation between them. This is why we interpret the outcomes through high/low parameters, since a high Confidence works best with a low Security.

Confidence 11 - 0 = 11



Security briefing 1 - 5 = -4



## High Confidence / Low Security Orientation

- This is a person whose positive attitude towards people is amplified in combination with their quick and spontaneous approach to reality and decision-making. This creates a carefree and secure environment without the risk of disappointment or fear of what might happen, regardless of what anyone does.
- This is a person that meets people and situations openly, and who is not afraid of taking a risk, just to see how it all turns out, and they accept that every kind of relation contains a risk.
- A person with the combination of high Confidence and low Safety-Orientation is eager to try out different social contexts without knowing the outcome in advance. This person will always approach people with kindness and positivity and always tries to squash negativity and criticism within a group.

## High Confidence / Low Security Orientation

### Potential

Your positive and dynamic persona creates room for joy and motivation in any group. you always offer your help and support in difficult and tense situations, and you are not afraid to give it your all.

## High Confidence / Low Security Orientation

### Weakness

You tend to over-estimate your potential for solving other people's problems, both through your overly positive – and almost naive – perception of the situation, but also through your impulsivity, instead of just letting people sort out things without your interference.

## High Security Orientation

- May be seen as introverted and cold towards other people
- Does not want to talk about feelings or personal experiences
- Often refrains from sharing own opinions and thoughts
- Prefers warm relations in safe environments
- Is a stable and loyal colleague
- Tries to avoid unpleasant surprises for themselves and others

**Challenge**

May be difficult to read and is perceived as cold and indifferent

Low Confidence

- Gets to the finishing line faster than most people
- Willing to take a risk without considering how people might react
- May end up alone where things are happening

**Challenge**

May be excessively willing to take risks and violate people's emotional boundaries

**Challenge**

The need for safety may be so strong that it works against any kind of change

High Confidence

- Gets spontaneously involved with other people
- Stays positive and unfazed, even in critical situations
- Has a wealth of good suggestions to offer

**Challenge**

Tends to be too spontaneous and affirmative, bordering to naivety

## Low Security Orientation

## Performance-Motive / Social Understanding

These two traits amplify each other to some degree, but there are also certain pitfalls with this combination. Especially, if the high Performance Motive is not supported by a reasonable score on Social Understanding. This is why we see the lowest positive correlation in this particular combination.

A high score on both traits can support each other and create a potential for an insightful and efficient leadership. This is supported by the urge to perform well, together with other people.

Performance motive 8 – 0 = 8



Social Understanding 12 – 0 = 12



## High Performance-Motive / High Social Understanding

- This is a person who uses their drive and focus to create something together with other people. They want to use their energy on common goals, rather than individual ambitions. This means that they use the traits from the Performance Motive as a tool to reach these common goals.
- This person can inject a sense of energy and willpower into the team, but they also speak to people's emotions and sense of community, which means that they may be a strong representative of inspiration and motivation for most people.
- This person is also able to listen patiently to others and pause to reflect on the more deep and complex issues.

## High Performance-Motive / High Social Understanding

### Potential

You can be a beacon and a catalyst for progress. Someone who helps others to reach their goals.

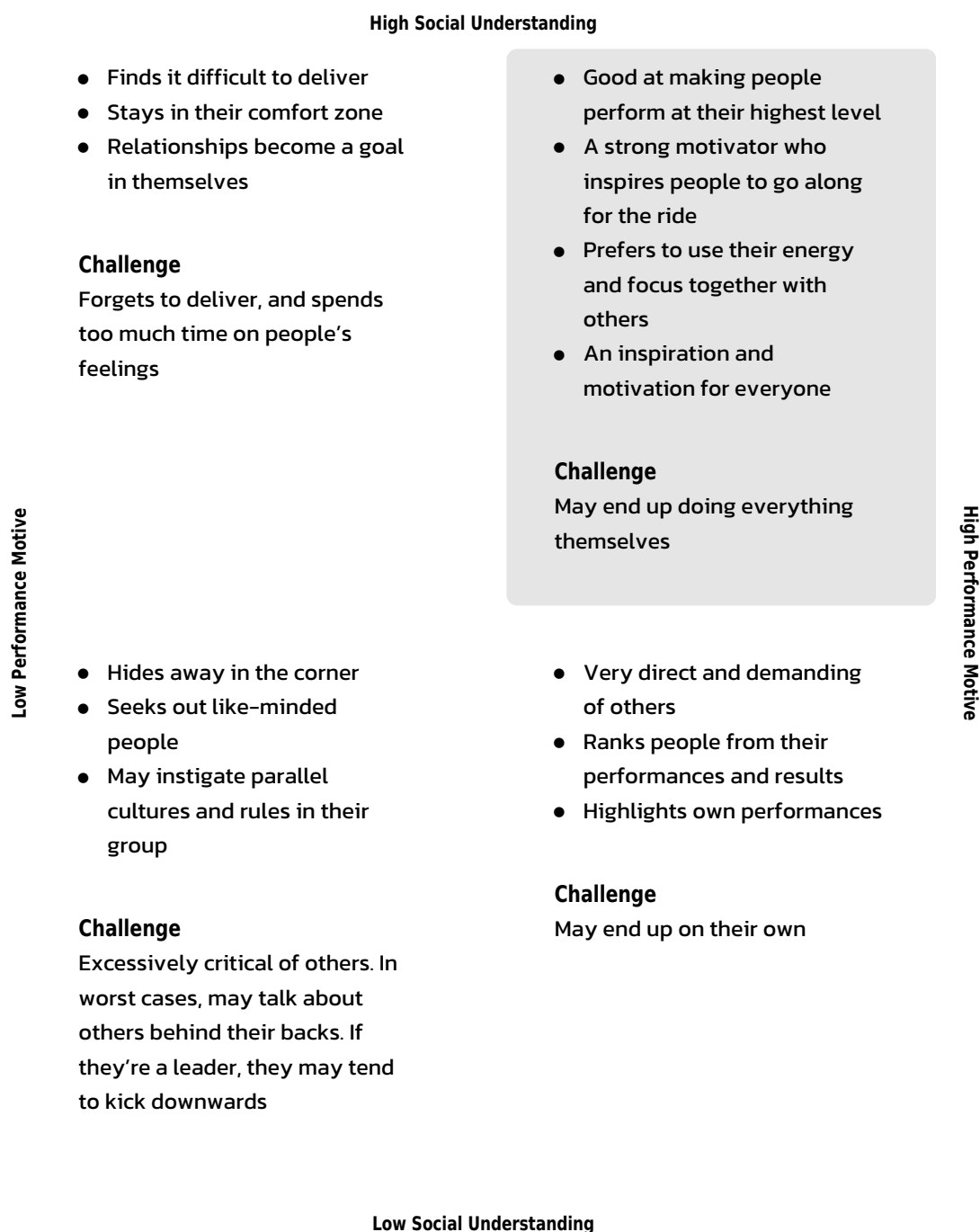
You inspire others to perform at their highest level.

## High Performance-Motive / High Social Understanding

### Challenges

You may end up doing everything yourself to avoid putting pressure on others.





## Intuition - Social Understanding

These two traits amplify each other and are somewhat interdependent. Intuition is based on your thoughts and imagination. This is where you keep your feelings and the empathy that enables you to understand other people.

The two traits further amplify each other in their inherently positive view on the world. Intuition is related to an optimistic belief in almost everything, and Social Understanding is based on a positive interest and understanding of other people, as well as a sensitivity towards social and emotional spaces.

Intuition 8 - 2 = 6



Social Understanding 12 - 0 = 12



## High Intuition / High Social Understanding

- This is a person who has a strong imagination which provides them with an ability to understand the thoughts, feelings, and actions of others – and themselves. Their personal experiences have provided them with strong social skills that they use in various social contexts, both in relation to leadership, cooperation, and generally in situations where social skills is one of the premises for success.
- This is a person who is curious and patient, and who understands the processes behind how people work as a team to reach specific goals. Their optimism and belief that everything is possible, combined with a strong interest in other people, means that they always try to look for solutions, even in the most difficult situations.

## High Intuition / High Social Understanding

### Potential:

You have a strong sense of people and relations, and you use this in a positive way to deal in the context of leadership, collaboration, Communication, conflict management, etc.

And you often suggest positive and fruitful solutions which your surroundings appreciate

## High Intuition / High Social Understanding

### Challenge:

Your thoughts are sometimes lofty AND don't leave your head. You tend to talk in loops without reaching any useful or concrete conclusions.

You get lost in your own feelings and experiences and forget about the people around you.

## High Social Understanding

**Low Intuition / High Social Understanding**

- Eager to listen, but shapes own opinion fast
- Proposes concrete and pragmatic solutions to complex problems
- Caring, but also quick to set boundaries
- Wants confidentiality, but only on their own terms

**Challenge**

Comes across as a complicated Mr/Mrs Know-It-All

**High Intuition / High Social Understanding**

- Strong and deep-seated social skills
- Curious about other people
- Open-minded towards people's differences
- Produces positive and fruitful solutions to difficult situations

**Challenge**

Ethereal and endless grappling with own and others' feelings without sense of realism and consequence

Low Intuition

High Intuition

**Low Intuition / Low Social Understanding**

- Tends to be categorical and principled
- Avoids talking about feelings
- Expects everyone to fully comply to rules and agreements.
- Strong need for status quo
- Works in a pragmatic and disciplined way

**Challenge**

Tends to have a black and white view of things and shoots down other people's ideas

**High Intuition / Low Social Understanding**

- Mainly listens to themselves
- Highly critical of others
- Eager to tell others what to do
- Has many unrealistic ideas on the behalf of others

**Challenge**

Finds it hard to listen patiently to others

## Low Social Understanding

## Intuition / Confidence

These two traits amplify each other. Having a positive and trustful world view is a basic emotion, that is deep-seated in most people. Intuition originates from that same deep place inside, as an emotion and a gut feeling of what is right and wrong.

Both traits are based on a positive perspective on being part of this world, and it stems from the individual's mental and emotional universe.

Intuition 8 - 2 = 6



Confidence 11 - 0 = 11



## High Intuition / High Confidence

- This is a person who has a fundamentally positive view on life. There is an optimistic and positive expectation of what the future brings, and a positive view on people and their qualities. This is someone who opens themselves up to the world and takes it all in, and they are confident that things will work out fine.
- This person always sees a way forward or an opportunity to seize, and they are ready to share these opportunities with others. Even in the most challenging and difficult situations, they open the door to others and offer themselves in a warm, welcoming and helpful manner, which inspires and energizes the entire work process.

## High Intuition / High Confidence

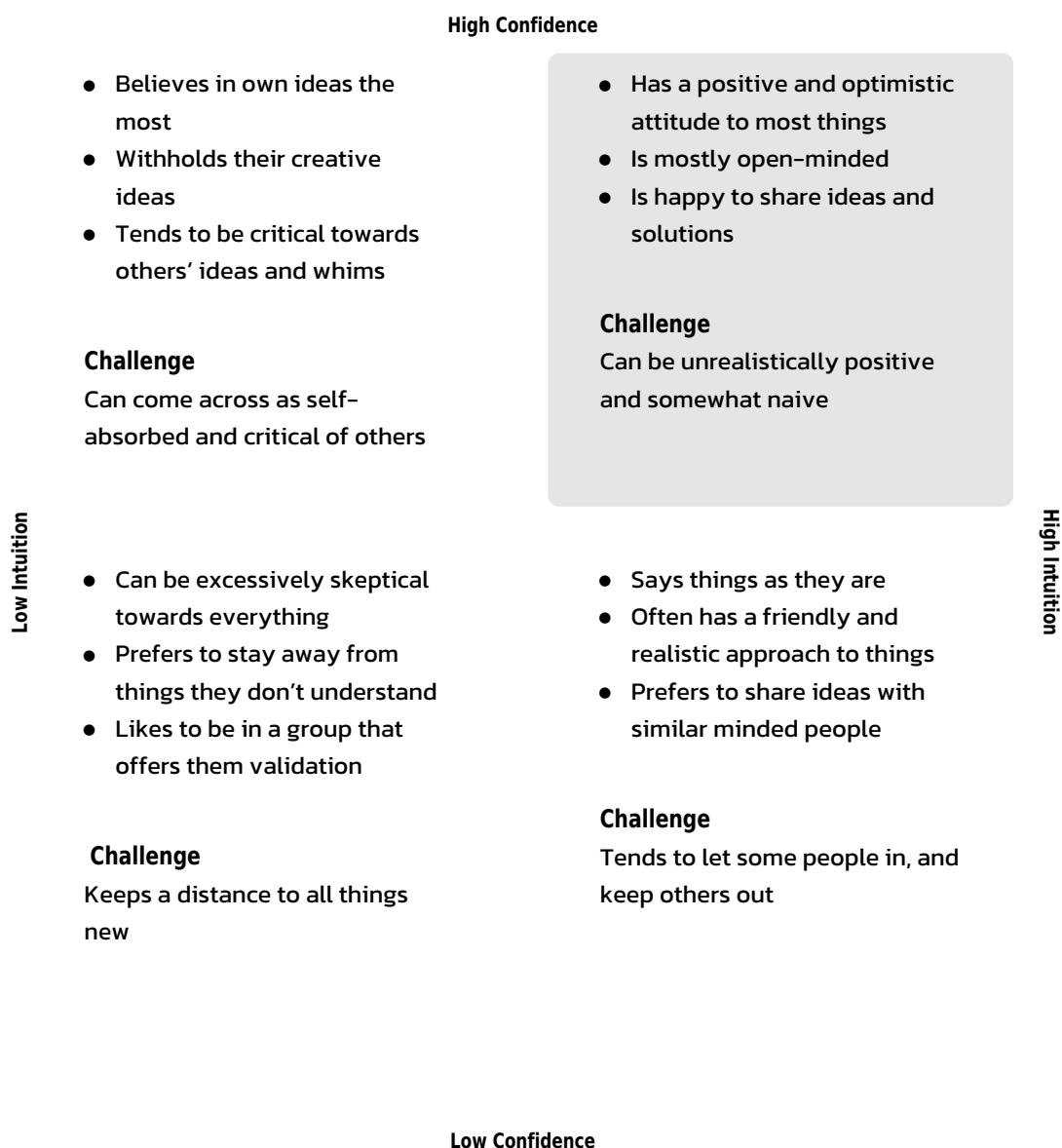
### Potential

You initiate and maintain the processes of innovation, interpretation and planning, and you use this to make strong conclusions. Your positive attitude injects the room with energy and enthusiasm wherever you go.

## High Intuition / High Confidence

### Challenges

You get so caught up with yourself and your own creative ideas, that you forget about the broader perspective of things, and where everyone else is in the process. Your optimism sometimes makes you impatient and reckless.

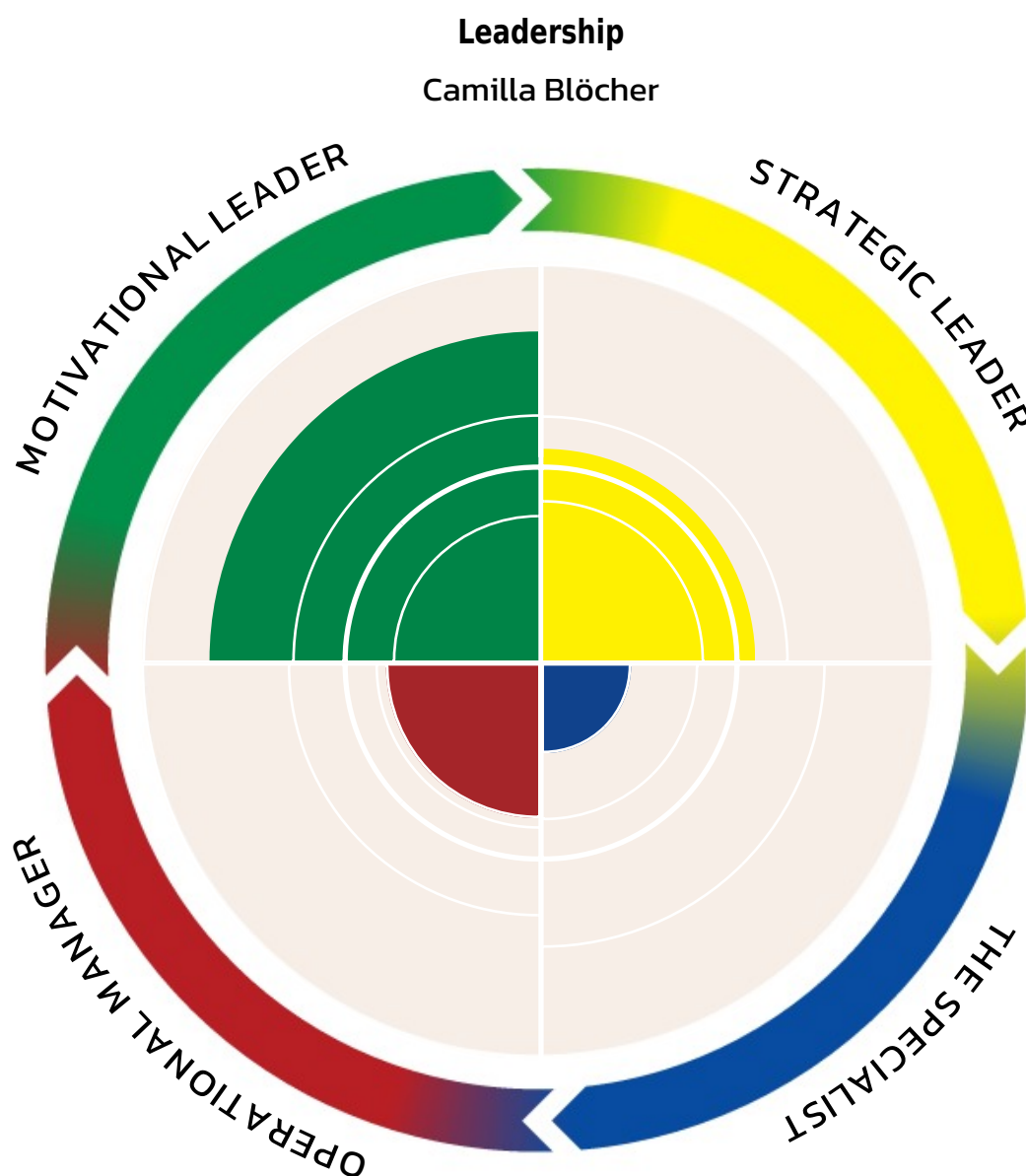


## LEADERSHIP

The present Leadership Scales are a "test within the test", where each of the 4 scales is defined with statements from all 12 features of the IPA Analysis.

The results of the Leadership Scales should be considered as hypotheses about the individual's ability to exercise leadership. First, many of these abilities may lie as untested and unlived potential in the personality. And secondly, individuals may have the personal qualities needed for leadership, but choose to take other paths through their working lives and careers.

It is therefore crucial to combine the results of the leadership scales with the person's specific experience and work biography, as well as the personal impression of the person in the interview that follows once we know the results of the IPA analysis.

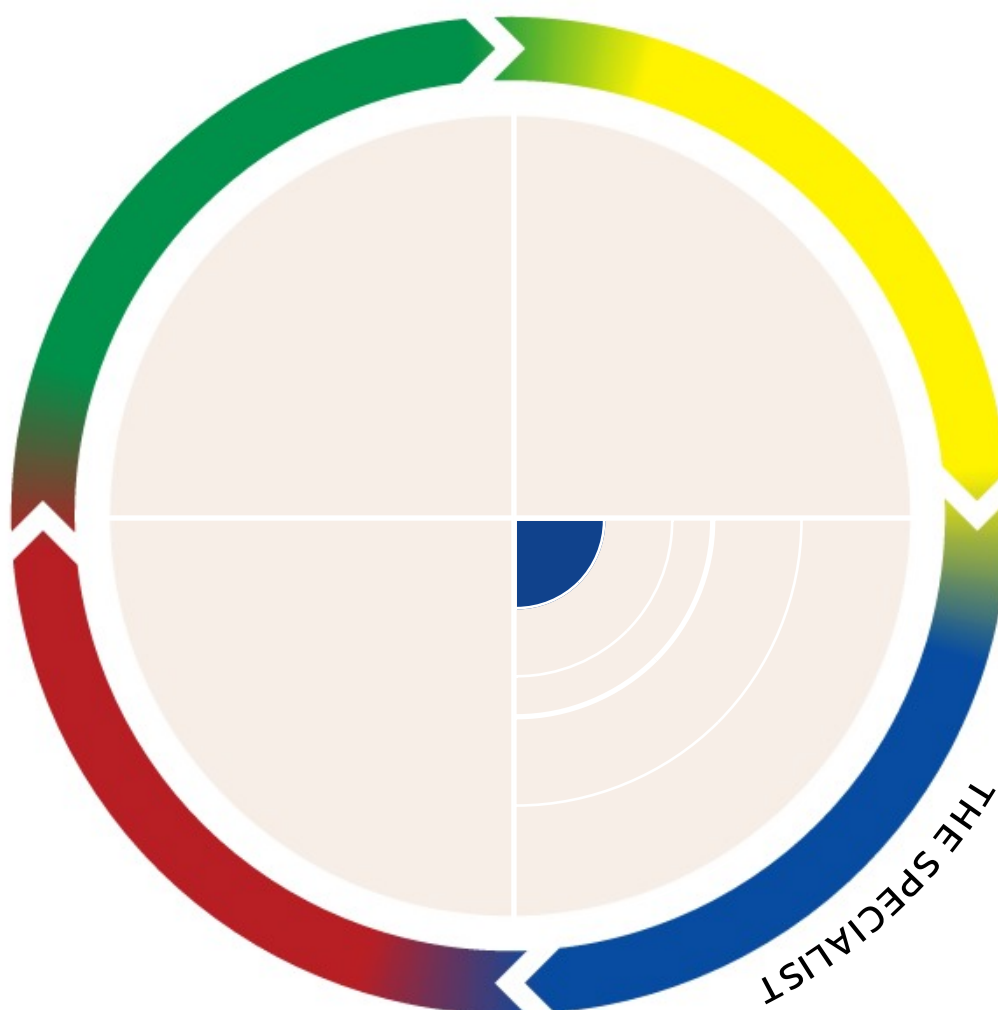


## The specialist

Camilla Blöcher is not motivated by the opportunity to delve into academic and analytical tasks, nor does she have the great need for rigid structures or systems.

To Camilla Blöcher, this does not necessarily mean that absorbing oneself in analytical tasks is wholly uninteresting, but Camilla Blöcher would rather direct her energy and attention to other areas of her work life. These might be operational, social and / or managerial areas that seem to have a greater importance than the purely analytical tasks.

To Camilla Blöcher, absorbing oneself in analytical tasks is seen as a way of achieving other personal goals her work life.





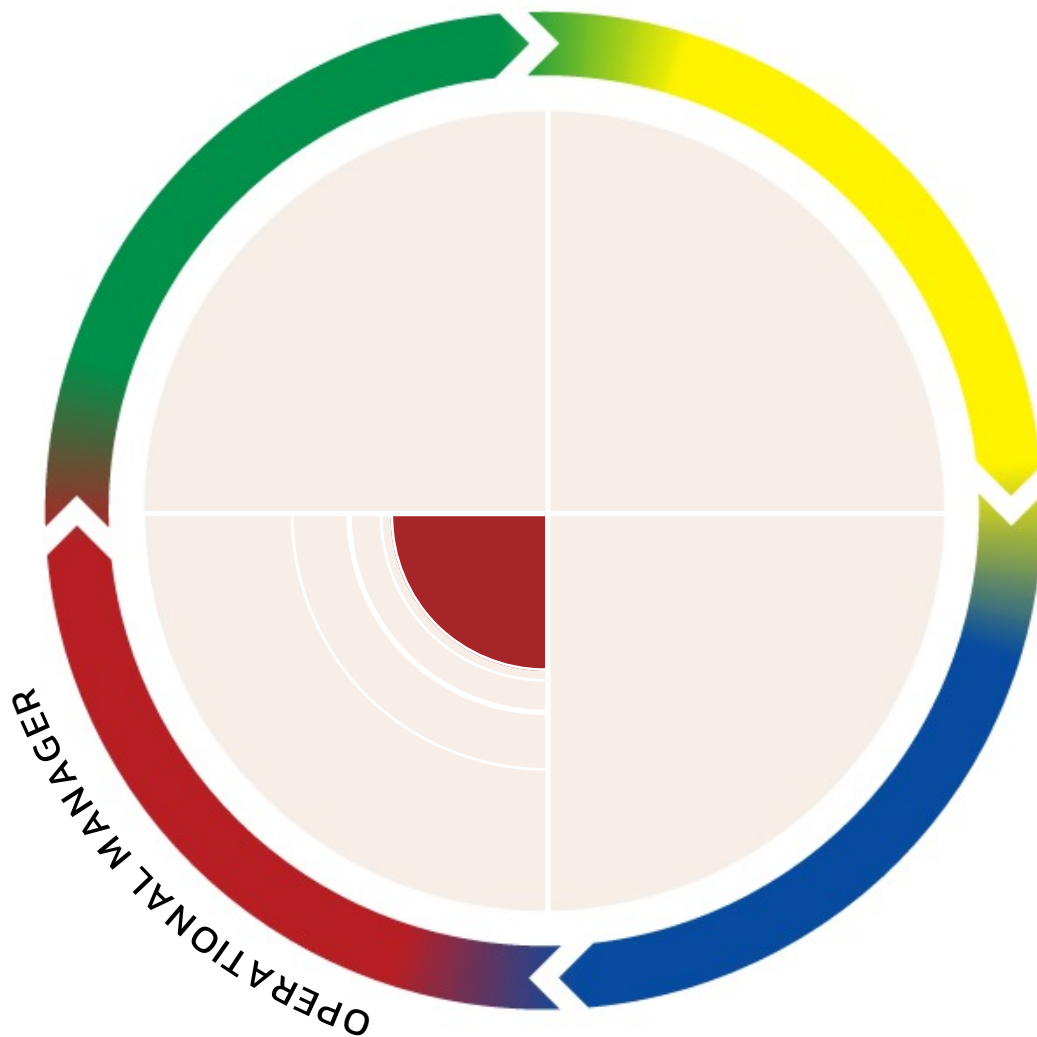
## Operational Manager

Camilla Blöcher is a person who does not have his primary focus on the concrete and operational parts of management.

she is likely to focus her energy and focus on other areas of her job and work life.

she may not even want to be a leader but would rather prefer to have the time and opportunity to immerse herself in analytical and technical tasks.

It might also be that Camilla Blöcher is oriented towards leadership tasks that contain more relational, complex and abstract aspects, and where goal fulfillment and getting results are not as imminent.



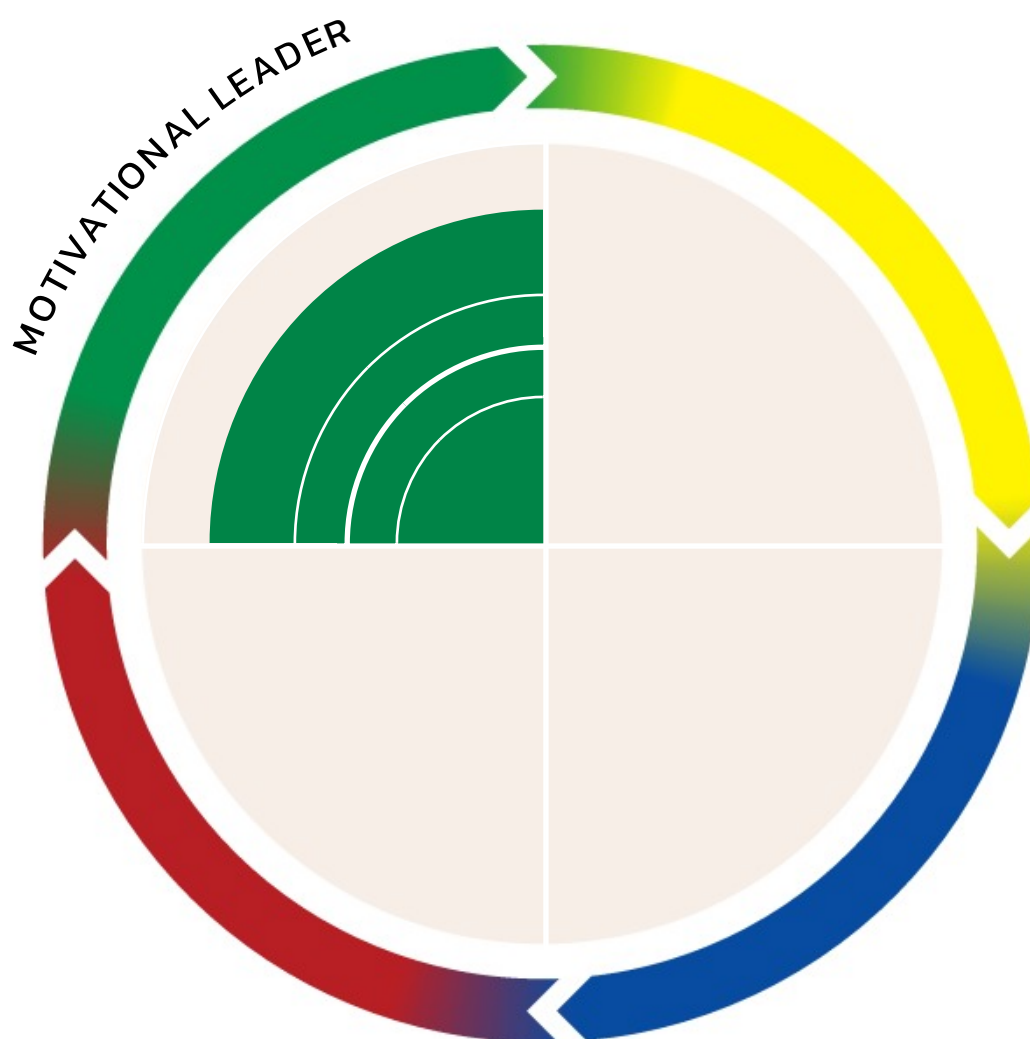
## Motivational Leader

Camilla Blöcher has the personal abilities and qualities needed to be able to handle tasks, where the ability to inspire and motivate others are the most important success criteria. As a person, she can navigate difficult social situations and handle complex social processes, where cooperation, conflict resolution and communication are key factors. If Camilla Blöcher also has a positive score on the Operational Manager, she can situationally shift her focus from the more complex motivating leadership to the more concrete and directly goal-oriented part of the management task.

In order to realize the potential personal abilities and qualities and applying them in a leadership it is vital that the necessary ambitions and experience are present.

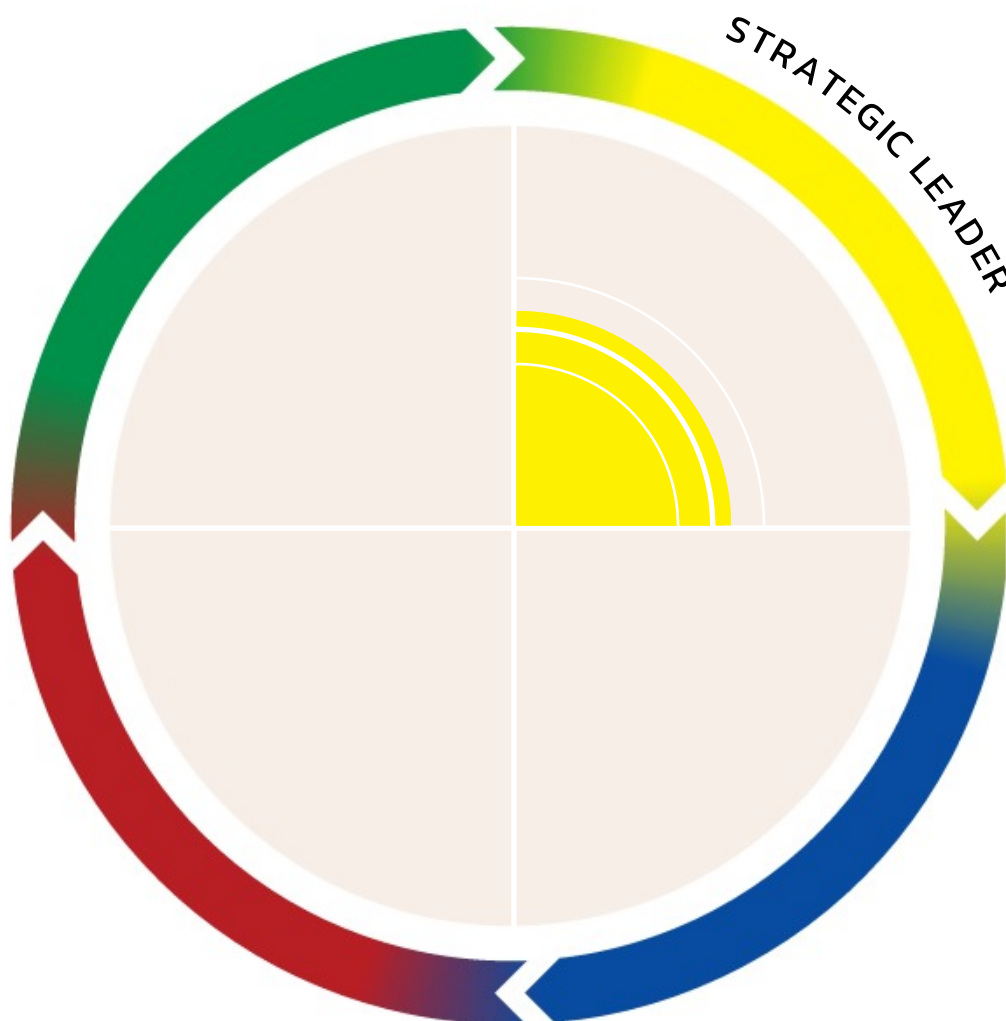
If Camilla Blöcher is able to carry out self-reflection and learn new things, then she has the potential to be able to handle the conflicts and contradictions that arise when you attempt to meet and satisfy opposing needs, such as trying to push the unit towards concrete goals and results as well as initiating the social processes that create coherence, meaning and motivation.

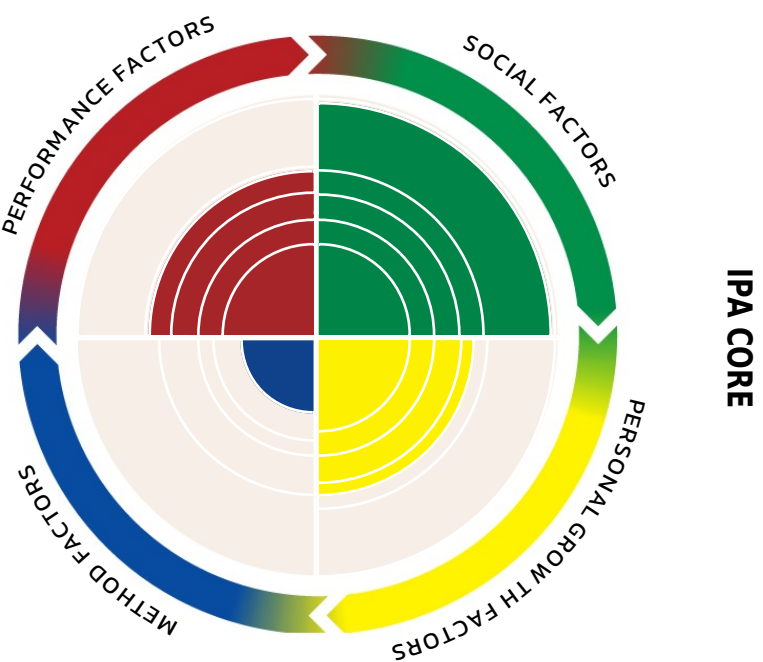
Assuming that all these premises are present, Camilla Blöcher is probably already used to carry a lot of management responsibility, which also includes the management of other managers, or the potential to fulfill this responsibility.



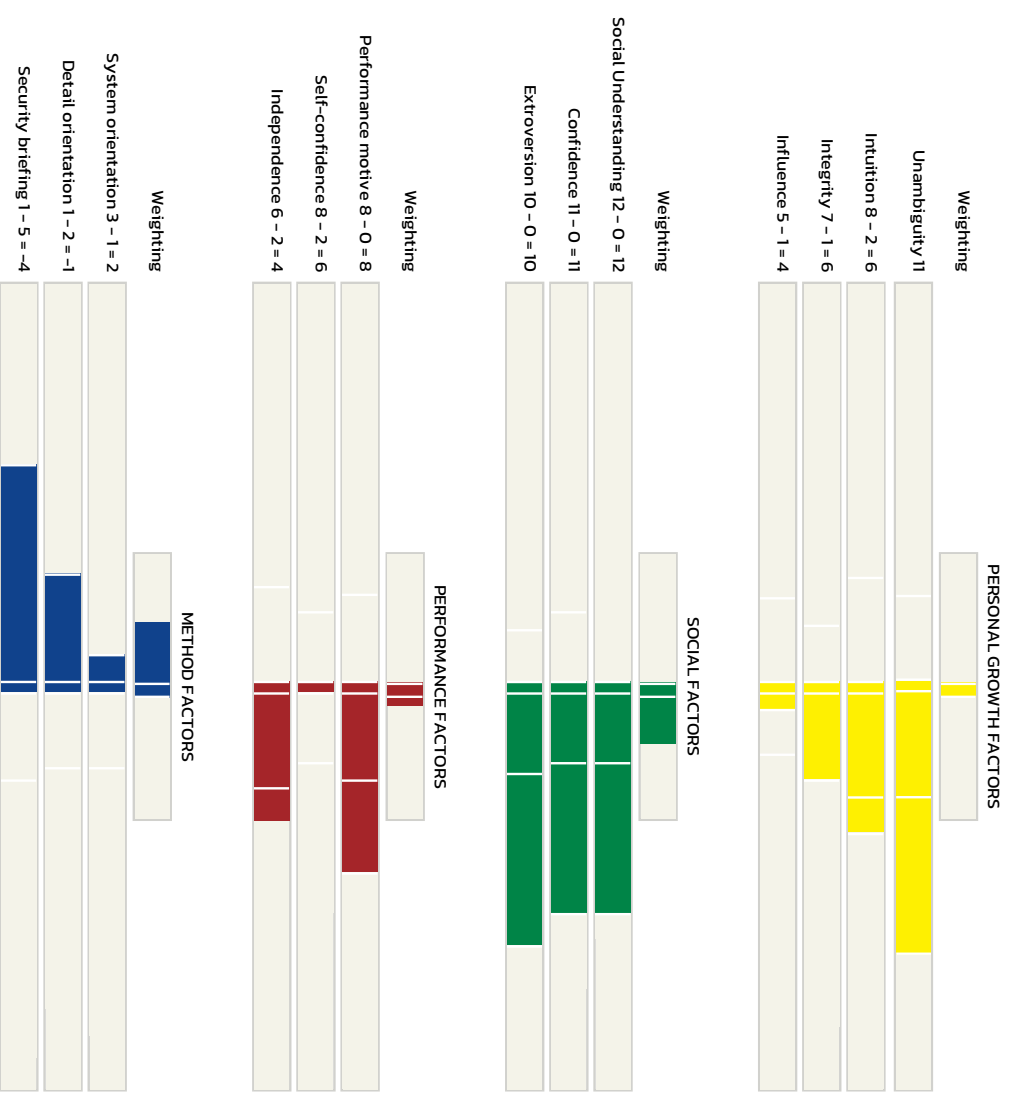
## Strategic Leader

Camilla Blöcher is a person who stands relatively strong with regards to idea generation and willpower. She possesses a certain willingness to take risks, get results and influence others, and – in case she has a longtime experience as a leader – can to some extent integrate operational and strategic aspects in her leadership. Under the right conditions, Camilla Blöcher has the personal qualities needed to be able to take in and manage most of the management palette from the bottom line to the more complex contexts. She certainly has the potential to be able to develop these qualities.

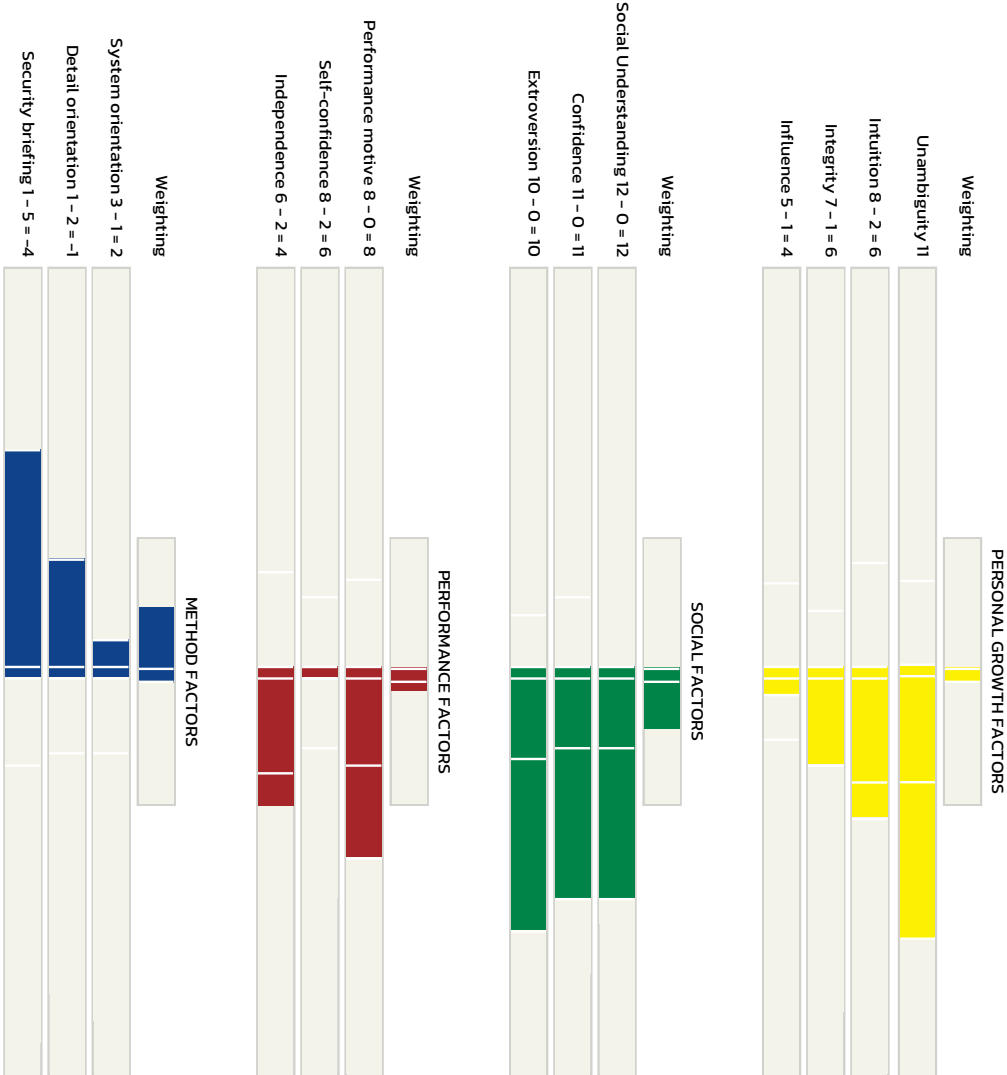
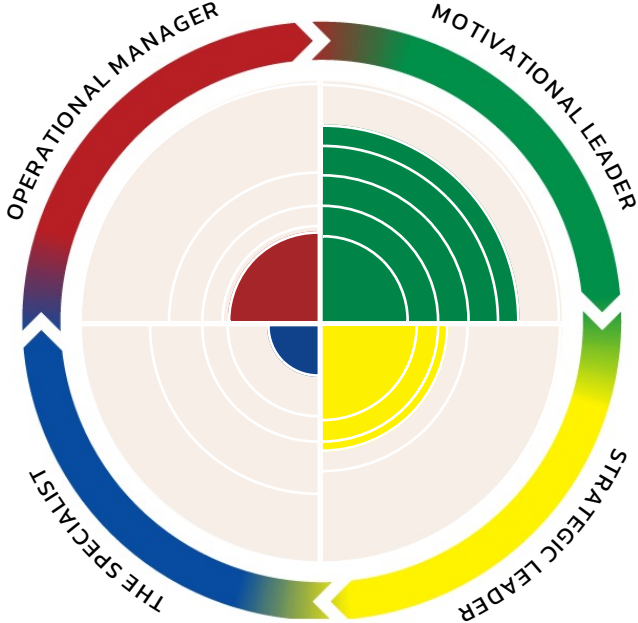




## IPA CORE



# Leadership





## **IPA Nordic is world-class Scandinavian research!**

IPA Nordic is a world-class Scandinavian research, software and consultancy company. IPA Core analyses are developed by Danish researcher Cand. Phil. Flemming Anders Olsen, who has conducted international research on clarifying behavioural patterns so that they are compatible in work contexts.

As an author, Flemming Anders Olsen has been behind the certification of a personality analysis that achieved the best rating among Nordic providers of analyses. The assessment was carried out by STP, Stiftelsen för tillämpad Psykologi, and the submitted analysis was evaluated in a formal certification process by researchers from several universities in Sweden.

The IPA Core analyses are used internationally and are available in 82% of the world's population, including Arabic and Chinese.

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In business organisations, as well as public institutions, part of the management task is to develop the organisation. However, this task is a somewhat complex concept, but overall, it is important for the company, or management, to be able to solve the tasks that are necessary for the company's survival and for it to be able to implement its strategy at all times in the world in which it operates.

IPA Nordic gives companies the tools to create an organisation in balance with a focus on 3 core tasks:

- Recruitment & Team composition
- Talent Development & Talent Potential
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