

Flexible

System orientation (3 - 1 = 2)

System-oriented



This is someone who is comfortable carrying out tasks in a variable and changeable setting. She wants to find her own way and have the freedom to improvise depending on the situation. This is a person who does not want to be restricted by specific methods or solutions, and she finds it difficult to work in a setting that she feels has too many restrictions or meaningless rules. This feels limiting to her freedom, creativity, and innovation. She is characterized by having methodical flexibility and is able to change her approach in new situations and varying conditions and challenges.

This is someone who is comfortable in a setting that is characterized by order, regularity, and stability. She seeks to obtain a clear overview through clear conditions, clear rules, and firm structures. This is a person who wants to know where things are heading, and she likes to meticulously organize and plan her effort. This person feels that things work best if she takes on a systematic approach and spends plenty of time on the planning phase. It is a person that needs to protect herself from surprises, and someone who preferably wants to know the entire journey, from beginning to end.

Holistic

Detail orientation (1 - 2 = -1)

Detail-oriented



This is someone who feels comfortable working with tasks that focus on the broad strokes. These are tasks that are characterized by not having a clear end result, and even the basis of the task can seem undefined. This means that the success criteria are vague, and it is not possible to carry out an exact measurement of the effort. This is a person who prefers to focus on the big picture rather than waste time on details. She accepts that the task may have an unclear premise, but that she has the freedom to find her own way.

This is someone who has the patience and need to work meticulously with each task. This person needs to be able to make sure that the task is completely flawless. For that same reason, this is a person who is characterized by a persistence that causes her to continue working until everything is in order. This person feels comfortable carrying out tasks that are characterized by routine and repetition as this ensures the least risk of making mistakes.

Risk-oriented

Security briefing (1 - 5 = -4)

Security-oriented



This is someone who often makes spontaneous and quick decisions, and someone who would rather take a risk than wait too long. She is comfortable with tasks where the consequences of one's decisions are not known in advance. She is also willing to initiate things without being certain what it will lead to. This is a person who gets energy from excitement and unpredictability, and someone who is characterized by a somewhat restless impatience. For that same reason she is often bored with tasks that are perceived as being too stale, too slow, and where too much talk is needed before taking action.

This is someone who basically needs to be in a setting where the consequences of choices and actions are well-known. This is a person who prefers to consider things meticulously rather than take a risk, and it is someone who wants time to assess and evaluate the consequences of her actions. She needs to be able to make decisions in a well-known and predictable setting in order to avoid the unknown and unpredictable. This person can be slow and particular in her decision making, and she needs time to consider various options and will not decide until she feels certain about her decision.

Low performance motive

Performance motive (8 - 0 = 8)

High performance motive



This is someone who is oriented towards the efforts and results of the community, rather than towards her own performance and results. This person does not want any attention on behalf of others, and generally this is a person who focuses on the community rather than individual performance. This person accepts that not everyone performs at the same level, and she feels uncomfortable around people who always chase specific goals. For that same reason she does not demand a lot from herself or others. She feels most comfortable in a setting where the individual is not exposed, pointed out, or measured on their performance.

This is someone who is driven by an urge to perform and she constantly tries to improve in order to become better, faster, and more efficient in the way she carries out the tasks. This person has the willpower and energy to achieve the set goals, and it is important to this person that she knows how far she is in the process of solving the task, as well as the result of her performance. This is a person who will take on a challenge and is ready to give her all and expects the same from her surroundings. She feels comfortable in a competitive setting where people are characterized by resilience, energy, and a will to achieve the set goals.

Unsure of herself

Self-confidence (8 - 2 = 6)

Trust in herself



This is someone who finds it difficult to believe in herself in critical situations. This person often doubts her own abilities, especially in new and unknown situations. It is someone who prefers to be in a well-known setting, and someone who worries when faced with something new and unknown. This person will often find it difficult to resist pressure from others and stick to her own beliefs. This lack of inner confidence becomes especially evident when she is put under pressure.

This is someone who trusts herself and her abilities in critical and difficult situations. She has an inherent belief that things will work out despite obstacles and resistance. This is a person who has a fundamentally positive view of herself and her abilities. Therefore, she rarely doubts her own decisions. She feels challenged by new tasks, and will readily test new boundaries without fearing defeat. This is someone who feels self-assured in her decisions and direction.

Team-oriented

Independence (6 - 2 = 4)

Freedom-oriented



This is someone who feels comfortable in a setting where people support and help each other, and where everyone takes part in the solution of the task. This is a team-oriented person who believes that the individual must comply with the conditions of the community, and it is someone who accepts her role in the team. She is happy to share the responsibility and does not need to leave her personal mark on everything. She prefers to solve things as a group and not individually, and she prefers a setting where people look for support and help from each other.

This is someone who is motivated by freedom and the possibility of setting the agenda. She wants to decide how to solve the tasks and wants the responsibility of whether things are successful or not. This comes from an urge to be free and independent, and the joy of doing things without needing help from others. This person is self-assertive and wants to decide when and how much others interfere in her work. This is someone who is skeptical of authorities and who feels most comfortable in an organization that is characterized by freedom and space to be who you are.

Case-oriented

Social Understanding (12 – 0 = 12)

Human-oriented



This is someone who often finds it difficult to understand why people react the way they do; their motives, thoughts, and emotions. She does not always understand it, and leans on her firm principles and belief in strict self-discipline as a way to deal with other people. This is a person who believes that a deal is a deal, and that explanations are merely bad excuses. In general, she thinks that people discuss their feelings too much. She accepts similarly minded people but does not have a lot of acceptance of diversity. This is someone who is more case-oriented than human-oriented, and she will demand a lot from other people with regards to adaptation and self-discipline, and she expects everyone to act according to the principles of normative behavior.

This is someone who finds deep and intimate relations to others very rewarding. It is someone who values the deep conversations about difficult issues, emotions, relationships, human behavior and the consequences of these things. Generally, she is someone who is interested to know how people feel, including herself. She is a patient listener and will readily spend time to understand people around her. This is also someone who people will go to when they need support for their problems or conflicts. In short, this is a tolerant and broad-minded person who enjoys diversity and is ready to use her own experiences to help others.

Skeptical

Confidence (11 – 0 = 11)

Confident



This is someone who often takes on a skeptical and hesitant attitude towards other people. It is someone who keeps most people at bay and who prefers to check out people for a long time before opening up to them. This skeptical behavior is meant to protect this person from disappointments and defeats. She prefers to keep her emotions to herself and see what happens. This is someone it can be difficult to get to know. Everything seems quite closed off, and one has to put in some effort before this person starts talking about emotions, feelings, and thoughts.

This is someone who basically has a positive attitude towards other people, who trusts them, and who thinks the best of them. Because of this, she is an open person who spontaneously will talk about herself, her experiences, feelings, and opinions. This is someone who people see as an accommodating, positive, and friendly person and someone who always boosts social contexts. This is someone who contributes to the positive atmosphere and who is widely accepted by her surroundings. She creates warm relations to others due to her friendly and positive attitude.

Introvert

Extroversion (10 – 0 = 10)

Extrovert



This is someone who often keeps her thoughts and opinions to herself until she has worked on them enough to feel certain about them. She is seen as a restrained and careful person who spends some time thinking about things before speaking out about them. This is someone who prefers to work alone and she needs time to process impressions and signals from her surroundings. It is someone who often feels that the best ideas and work happen in a quiet and peaceful setting, allowing her to work with things in a thoughtful and meticulous way. This is someone who needs a lot of time before she engages in social activities.

This is someone who will readily share her opinions and experiences, and she is always visible and talkative in social contexts. This is someone who is extrovert and social, and she will readily speak to anyone. This is also someone who feels that sharing thoughts and feelings in social interactions is beneficial. She feels that it gives her a deeper insight into herself, the world, and her surroundings. The extrovert behavior becomes a way of solving problems, and a way of finding answers to the big and small questions. This is someone who will spontaneously get involved with social activities around her.

Low unambiguity

Unambiguity (11)

High unambiguity



A person with a LOW Unambiguity has, from the perspective of the IPA Analysis, a more unclear and indistinct picture of themselves on the factors we measure in the IPA Analysis. It may be a person who, in relation to some of the traits in the IPA Analysis, is in a process where internal and external circumstances are changing and moving. At the same time, it is also a person who, in relation to some of the traits in the IPA Analysis, can be difficult to read for those around them, who is perceived as unclear and in some situations unpredictable.

A person with a HIGH Unambiguity sees themselves and knows themselves clearly on the factors we measure with the IPA Analysis. At the same time, it is a person who remains the same despite the changeability of their surroundings, who holds on to themselves and who generally has stable behaviour on the traits in the IPA Analysis. In a broader interpretation, we can talk about a correlation between a person's position on the factor Unambiguity and their level of Self-awareness. The greater/higher a person's Clarity is, the higher Self-awareness they possess. We will often experience a person with high Clarity as very clear, stable and legible in their behaviour. In other words, it is a person who you know where you stand and who is often perceived by others as a person with a certain degree of inner harmony and balance.

Fact-based

Intuition (8 - 2 = 6)

Idea-based



This is someone who has a level-headed, realistic, and often rational approach to reality and its possibilities and, even more, its limitations. This is someone who trusts tangible and measurable things, and someone who assesses a situation from what is actually possible. This person often bases her problem solving on tried and tested methods that work in the real world. This person prefers simplicity and precision, things that are measurable. For that same reason, she is will rarely come up with the most wild and surprising ideas.

This is someone who has a fundamentally positive belief in the future and is convinced that almost anything is possible. She has a basic inner belief that there is always a way of untangling a difficult situation. To this person, the road to success is paved with great ideas that might begin as small notions, only to grow into more concrete solutions. This person is always to be found where people are looking for new ideas, new possibilities, and new solutions.

Vulnerable

Integrity (7 - 1 = 6)

Robust



This is someone who would rather avoid everything that might cause a potential conflict, disturbance, or create an imbalance in this person's life. This is someone who finds it difficult to argue, set boundaries, and deal with personal attacks. The general view of this person is that conflicts rarely contribute to anything, and that price is much higher than the possible gain. For that reason, she prefers to withdraw rather than engage in a conflict. This is someone who focuses on her own emotions, gets hurt easily, and who finds it difficult to forget personal conflicts. This person finds it difficult to stand her ground and protect her integrity, and she often feels herself overwhelmed by the criticism and attacks of others.

This is someone who stands firm on her viewpoints when they are challenged. She will defend herself and her integrity when put under attack. This is someone who will clearly express her boundaries, and she will react if she feels they have been violated. This is seen in the way she quickly discards hurtful comments and the way she successfully defends herself against unjust criticism. This is a robust person who can carry the pressure in a situation of conflict, and someone who will express her honest opinion, even if it might cause a stir in her surroundings.

Gives away influence

Influence (5 - 1 = 4)

Takes on influence



This is someone who does not have any specific ambitions to aim for a position as a leader. Perhaps because the desire is not strong enough, or perhaps because she wants to spend her work life on something else than carrying the responsibility for others. Therefore, this person accepts that other people decide the direction and make the decisions. Concretely, it means that this person will rarely interfere with crucial decisions. This may be because she prefers to immerse herself in specific tasks, or because she feels that the price of being in a leading position is not worth the amount of pressure, dissatisfaction, and conflicts.

This is someone who fundamentally desires to take on responsibility and make decisions, and this person will naturally take on any influence she can. The reason for this is a desire to lead, but also to receive the recognition that accompanies this position. This is a person who sees herself as a natural leader, and someone who has always had the urge to seek influence. This person understands that leadership comes with a price, namely the pressure that arises when difficult decisions have to be made. In most situations, she will have the courage to cut through, set boundaries, and choose the path for others. She has a talent for persuasion, decision making, and is comfortable with carrying responsibility.