



This instrument measures eight core competencies: leadership, creativity, adaptability, organization, receptivity, exploration, discrimination and communication. It helps you in defining and/or refining your career objectives, selecting a course of study, developing a personal strategy for self-development and understanding your specific problem-solving style. It can also be used, as part of a group study, for analyzing a team's strengths and weaknesses, as a placement tool for better job satisfaction, as a training tool for enhancing competencies, and as a recruitment tool across all management levels and functions.

Integral Psychological Profile

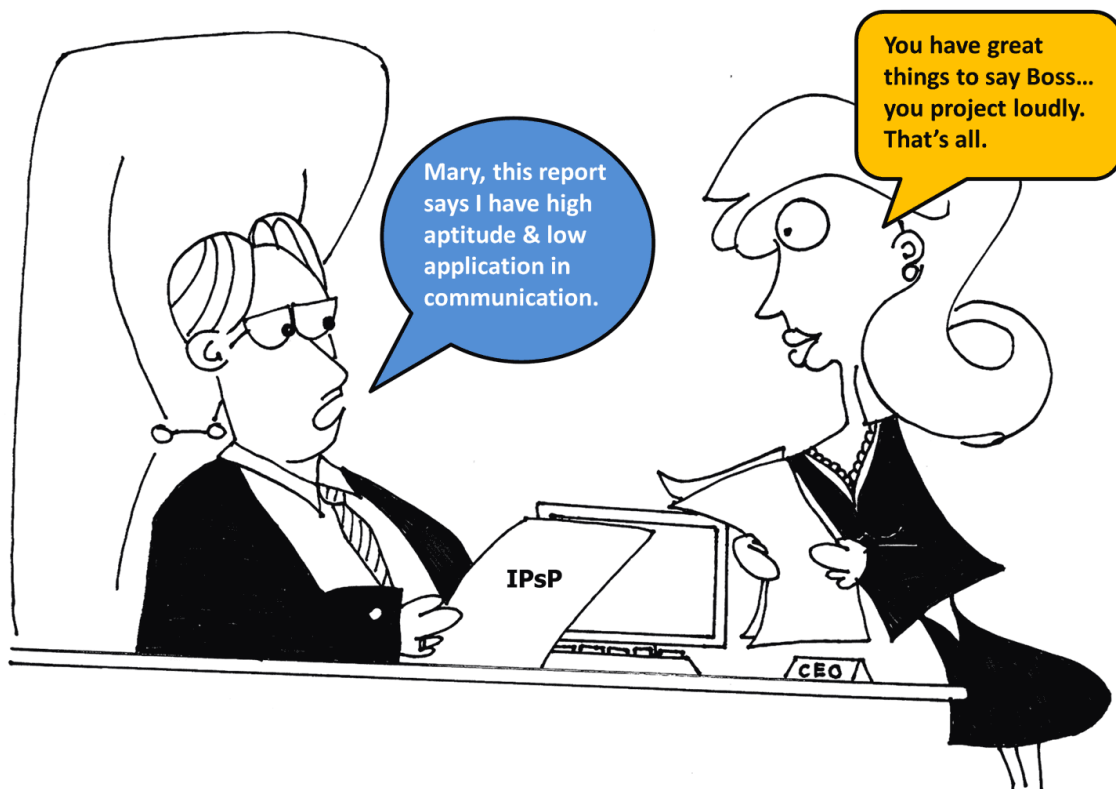
Your Personal Report

Report prepared for:
Jane, Doe

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INTRODUCTION

This report is based on your responses to the **Integral Psychological Profile (IPsP)**. It measures your aptitude for, and application of, eight core competencies: **LEADERSHIP, CREATIVITY, ADAPTABILITY, ORGANIZATION, RECEPTIVITY, EXPLORATION, DISCRIMINATION, & COMMUNICATION**. When paired, the competencies determine your unique profile of psychological traits.



The IPsP was developed by Roy Horan. It is based on a modern, scientific application of the I Ching, a nonlinear, mathematically-derived, ancient Chinese philosophical system comprising 64 fundamental archetypes said to represent all psychological and material phenomena. It has been used by people in all walks

and stages of life to better understand their strengths and weaknesses. IPSP is an excellent tool for self development and making career choices. It helps people to define and/or refine their career paths leading to success in their chosen field. It has also been employed successfully across corporations in human resource management and recruiting

This report can help you

- Understand your **eight core competencies**
- Determine your **aptitude and application** in each competency
- Discover your tendencies toward **proactivity/reactivity** in each competency
- Find a suitable **career direction**
- Discover **interesting career niche(s)** in your field that bring out your strong core competencies & promote job satisfaction
- Make a **career transition**, or job change
- Select a **college major**, or **course of study**
- Develop a **personal/professional strategy**, and action plan, for success
- Measure your **personal and/or professional growth** (via post-surveys)
- Understand your **unique problem-solving style**



Look for the camera to get a clear snapshot of your core competencies at this moment in time...

The IPSP does not follow the Western psychological notion of a fixed 'personality type'. Instead, your personality is perceived as a dynamic aspect of your psychology which may change, sometimes dramatically, with time, education and experience. IPSP measures the probability of you exhibiting each of the eight core competencies and their associated personality traits.

This instrument should be used only as one source of information about yourself, as a guide for both personal reflection and career selection. In choosing a career, your knowledge of the field of interest, experience, skills and abilities, as well as your values and goals should also be considered.

**Over 13 million
unique readings!**

Your reading is unique to you. For an in-depth personal reading, Innovea provides, upon request, private online consultation.

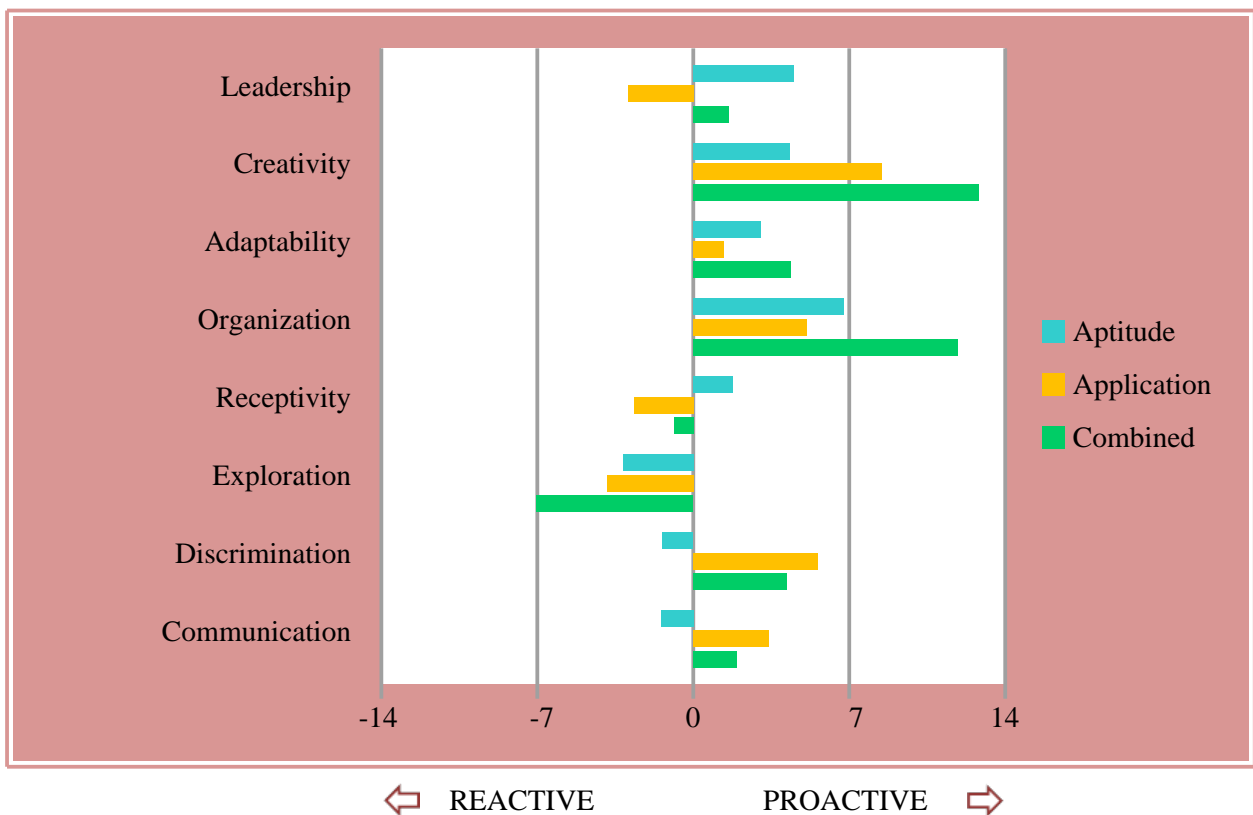
How your IPsP report is organized

- Interpreting your **Primary Chart**
- Interpreting your **Normed Chart**
- Your **Eight Secondary Charts**
- Your **Problem Solving Style: Innovation vs. Adaption**
- Frequently Asked Questions



INTERPRETING YOUR PRIMARY CHART

Your Primary Chart (below) is the basis for all the other charts in this report. It depicts your level of proactivity and reactivity in terms of aptitude for, and application of, the eight (8) core competencies: **LEADERSHIP, CREATIVITY, ADAPTABILITY, ORGANIZATION, RECEPTIVITY, EXPLORATION, DISCRIMINATION and COMMUNICATION.**



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Reactivity & Proactivity

Your Primary Chart shows your scores for aptitude and/or application for each competency. Your individual scores may appear either to the right (proactive) or left (reactive) of the centerline (set at '0').

The best way to understand proactive and reactive scores is to think of a glass of water that is half-full/half-empty. There is no 'correct' way to see the glass, though being able to take both points-of-view (depending on context) has distinct advantages in meeting challenges.

Your perceptions play an important role in determining how you approach others, self-learning, your career, and yourself. When viewing your Primary Chart, observe what competencies (or portions thereof) fall into either the proactive or reactive regions. Note that your scores (even if all proactive) when positioned relatively left of your other scores tend to be more reactive, and your scores (even if all reactive) when positioned relatively right of other scores tend to be more proactive. Some of the key qualities of proactivity and reactivity in relation to the core competencies are as follows:

PROACTIVE - seeing a glass half full

- Open in perceptions
- Sure of your abilities

REACTIVE - seeing a glass half empty

- Cautious in perceptions
- Conservative about your abilities

Proactive vs. Reactive Characteristics

REACTIVE

- Waits for opportunity
- Cautious
- Requires external stimuli to act
- Focused on others' views
- Emphasis on challenges

PROACTIVE

- Makes opportunity
- Risk-taker
- Requires internal stimuli to act
- Focused on personal views
- Emphasis on abilities

Both proactive and reactive scores have value depending on the context. For example, an accountant who is very reactive in discrimination is more likely to be cautious in handling the details of an audit than a very proactive person, while a proactive receptivity profile is more suitable for someone in public relations where a welcoming attitude and open sense of service is valued over a cautious demeanor. In short, proactivity and reactivity must be interpreted in accordance with the contexts of your professional and personal life. Profiles, however, that are either overly reactive or proactive may exhibit negative tendencies (see 'Your Normed Chart' below).

Aptitude & Application

Each of your core competencies is measured in terms of aptitude, application and their sum (or combined score).

Aptitude and application are complementary, that is, you need some measure of aptitude in order to apply yourself, and continued application in a competency (i.e. practice) enhances your aptitude. Nonetheless, it is possible to have a considerable gap between aptitude and application. If you see a *proactive aptitude* score combined with a more *reactive application* score, this means that you have more knowledge and awareness of that competency than your actual practice of it. An example is the academic who specializes in leadership but does not actually lead others. A lower application score may also be the result of a conservative approach to taking action. On the other hand, a *reactive aptitude* score combined with a more *proactive application* score means that your knowledge and awareness of a competency may be lacking (or you feel less competent in it) yet, regardless of this constraint, you are making a concerted effort to apply that competency in your life. An example of this would be the employee who is placed in a management position without any formal management training, yet performs well.

Aptitude represents your talent, understanding of, or capacity for a competency

Application represents the degree to which you are applying that competency in your life

Unusual Aptitude & Application Scores

Sometimes, a more reactive aptitude score may appear in a competency that you are very knowledgeable and experienced in. In such case, the principle '*the more you know, the less you know*' probably applies...

- extensive knowledge and experience has probably made you realize just how little you understand of that competency (i.e. leading to a conservative self-assessment).
- each competency has many deeper levels of interpretation. For example, discrimination, besides critical thinking, can also refer to the ability to differentiate your perceptions from mental projections, a very challenging task indeed. Creativity, in addition to innovating products and services of value, also indicates your ability to have gratitude for all things, to be aware of their vast potential. Receptivity, besides open-mindedness, reflects your sense of connection with all people and things.

The reverse applies to aptitude scores that seem unusually high. The principle, '*the less you know, the more you know*' may be in operation...

- a lack of true understanding gives you a false impression that you are very knowledgeable in that competency (i.e. leading to a liberal assessment).

There are no hard and fast rules on these interpretations. They are points for self-inquiry and further reflection. Regardless of which of these principles is indicated, your mindset has a profound effect on your performance. Both conservative assessments and liberal assessments affect performance.

How to read aptitude and application scores from a psychological perspective can be found in the table below:

How to Read Your Aptitude & Application Levels		
	APTITUDE	APPLICATION
REACTIVE	<ul style="list-style-type: none"> • More cautious acquisition of knowledge and experience. Sense of not knowing enough. 	<ul style="list-style-type: none"> • More cautious, detailed application approach. Awaits opportunities to take action.
PROACTIVE	<ul style="list-style-type: none"> • More aggressive acquisition of knowledge and experience. Sense of being well-informed. 	<ul style="list-style-type: none"> • More aggressive, 'big picture' application approach. Makes opportunities for action.

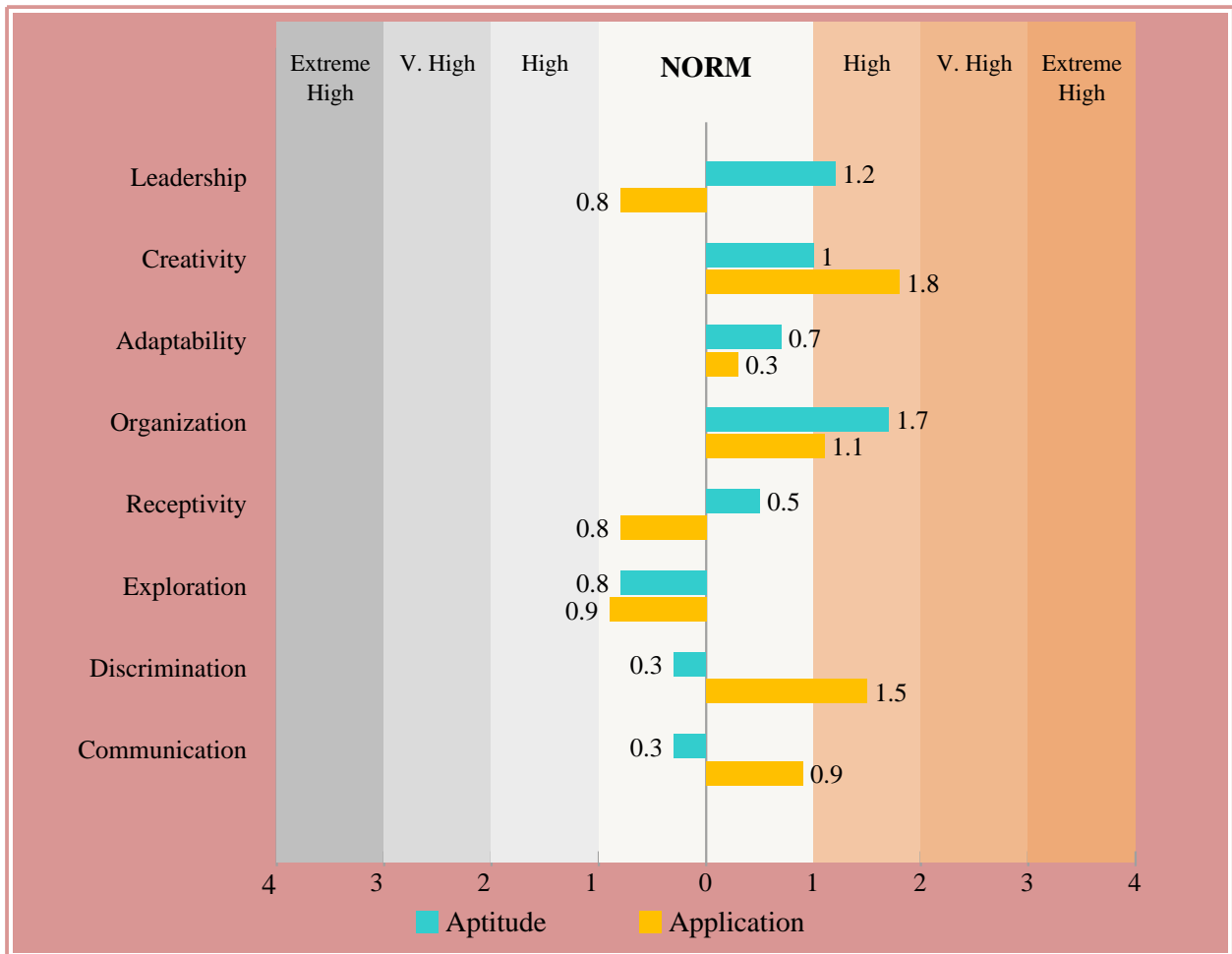


INTERPRETING YOUR NORMED CHART

Your Normed Chart illustrates how your aptitude and application scores compare to a normal distribution. The norm is defined as -1/+1 standard deviations (equal divisions of a curve) above the average scores of all those who have taken the IPSP. About 67% of the population falls into the norm. Scores that exceed the norm [i.e. -1 to -3 (reactivity) /+1 to +3 (proactivity) standard deviations] are exceptional. The left side of the centerline indicates increasing reactivity while the right side of the centerline indicates increasing proactivity. Your normed results are in the chart below.

← REACTIVE

PROACTIVE →



YOUR REACTIVE VS. PROACTIVE SCORES

Most Proactive:

in Aptitude – Organization (1.7)

in Application – Creativity (1.8)

Most Reactive:

in Aptitude – Exploration (0.8)

in Application – Exploration (0.9)

Extreme Proactivity & Reactivity

If some of your Normed Chart scores fall into the areas of extreme high proactivity or extreme high reactivity, there is likelihood that the associated core competency (or portion thereof) is out of balance. Imbalance may reflect a number of negative tendencies:-

Extreme Proactive & Reactive Characteristics	
<p>REACTIVE</p> <ul style="list-style-type: none"> • Too concerned what others think • Needs constant security • Indecisive • Hypoactive • Low self-esteem 	<p>PROACTIVE</p> <ul style="list-style-type: none"> • Does not listen well to others • Needs constant challenge • Impulsive • Hyperactive • Arrogance

Caution must be used in evaluating extreme high results. It is possible that very high scores could be the result of experiencing strong positive or negative emotions while taking the IPSP. Intense emotions, or moods, tend to bias your results. This is true of many psychological tests.

YOUR 8 SECONDARY CHARTS

Your personality trait profile is determined when the eight core competencies are paired (e.g. *leadership-exploration, adaptability-organization, creativity-communication, etc.*). Each competency is paired with the remaining seven to create 28 pairs (doublings of the same competency are excluded). According to the IPSP system, each of these traits exists in your psychological makeup, to varying degrees. The more heavily weighted traits, when viewed together, determine your profile.

The table below lists your top (3) proactive and reactive scores for aptitude, application and their combination. Whether you are seeking a new career, refining an existing career, transitioning from one job to another, selecting a course of study or looking for a personal growth strategy, these eighteen readings will help you make better choices. As mentioned previously, because the number of unique readings in the IPSP exceeds 13 million, an integrated interpretation of your readings as they apply to your specific situation is left up to you. Definitions of the psychological traits can be found in the long table below. Reflect upon how these traits have manifested in

For a **PROACTIVE** Primary Chart
Reactive readings are closer to the mean (center line)

For a **REACTIVE** Primary Chart
Proactive readings are closer to the mean (center line)

For a **MIXED** Primary Chart
 Right of the mean is Proactive
 Left of the mean is Reactive

your life so far, either practically or as a form of special interest.

You may discover that you have both proactive and reactive readings in the same psychological trait. In such case, observe whether the reading refers to aptitude, application, or their combination. As mentioned earlier, one can be more proactive in aptitude, yet reactive in application (and visa-versa). Interpret your results accordingly. Your combined scores will either show as proactive or reactive depending on how your application and aptitude scores add together.


YOUR 8 SECONDARY CHARTS TOP SCORES

		TOP 1st	TOP 2nd	TOP 3rd
YOUR Combined TOP Scores	PROACTIVE	Creativity - Organization ----- Arranger - Catalyst	Creativity - Adaptability ----- Designer - Craftsman	Adaptability - Organization ----- Pragmatist - Developer
	REACTIVE	Receptivity - Exploration ----- Contemplative - Wanderer	Leadership - Exploration ----- Pioneer - Questor	Leadership - Receptivity ----- Humanitarian - Socially-Driven
YOUR Aptitude TOP Scores	PROACTIVE	Leadership - Organization ----- Achiever - Producer	Creativity - Organization ----- Arranger - Catalyst	Leadership - Creativity ----- Creative Entrepreneur - Inspirational
	REACTIVE	Exploration - Communication ----- Enthusiast - Exhibitor	Discrimination - Exploration ----- Theorist - Perfectionist	Discrimination - Communication ----- Reporter - Critic
YOUR Application TOP Scores	PROACTIVE	Creativity - Discrimination ----- Conjurer - Aesthete	Creativity - Organization ----- Arranger - Catalyst	Discrimination - Organization ----- Analyst/Appraiser - Multi-Perspectivist
	REACTIVE	Leadership - Exploration ----- Pioneer - Questor	Receptivity - Exploration ----- Contemplative - Wanderer	Leadership - Receptivity ----- Humanitarian - Socially-Driven

The table below lists the 28 paired competencies, their associated 57 psychological traits, and definitions. You can use this table to gain greater clarity on each of the psychological traits listed in this report.

PAIRED COMPETENCIES	PSYCHOLOGICAL TRAITS
<p>Leadership - Creativity</p>	<p>Creative Entrepreneur: you access, control and influence resources, spot opportunities, take initiative and accept considerable risk in the development of new enterprises.</p> <p>Inspirational: you influence and inspire others through your unique approaches, behavior and ideas.</p>
<p>Leadership- Adaptability</p>	<p>Politician/Ambassador: you control or influence resources, on an ongoing basis, for the purpose of governing or representing others; you attain and maintain a position of dominance or authority over others and/or represent them by sharing their ideas and goodwill.</p> <p>Strategist: you can formulate and effect plans, methods, maneuvers or tactics to obtain a specific result or goal.</p>
<p>Leadership- Organization</p>	<p>Achiever: you focus on continued personal development (e.g. physical, emotional, mental, professional, social etc.) which is supported by your ability to organize yourself (and others), by setting clear goals and then achieving them.</p> <p>Producer: you access, organize, control and influence resources then harness them to produce something of value (e.g. products, services).</p>
<p>Leadership- Receptivity</p>	<p>Humanitarian: you show concern for, or help to improve, the welfare and happiness of people; you are sensitive to all forms of suffering and strive to alleviate it.</p> <p>Socially-Driven: you actively and vigorously support social, community-related cause(s) as well as the need to develop and nourish relationships outside of your immediate family and circle of friends.</p>
<p>Leadership- Exploration</p>	<p>Pioneer: you have sufficient foresight, determination and exploratory skills to be one of the first in a field of inquiry, enterprise or form of progress.</p> <p>Questor: you are curious and determined enough to pursue, or find, something of perceived value, even if that value is not supported by existing evidence or others' opinions.</p>
<p>Leadership- Discrimination</p>	<p>Helmsman/Director: you understand the needs of others; want to set a direction, to lead and guide them; you control or govern the affairs of men by providing sound instruction and advice, usually to achieve a specific goal.</p> <p>Result-Oriented: you readily determine potential rewards, benefits, and opportunities as well as focus your exclusive attention on whatever it takes to</p>

	manifest results; you are not easily distracted.
Leadership - Communication	<p>Charismatic: you have a spiritual or personal quality that allows you to influence, or exercise authority over both individuals and large groups of people.</p> <p>Promoter: you help something, or someone, to exist or flourish; you have the ability to engender the acceptance of things, or people.</p>
Creativity - Adaptability	<p>Designer: you conceive unique ways of manipulating objects, systems, and ideas in order to appropriately solve problems for target users, thereby providing them with a greater sense of adaptation and/or value.</p> <p>Craftsman: you shape and perfect objects, systems, ideas so that they become useful to, and/or in harmony with, the needs and desires of others; often in accordance with accepted traditions or norms.</p>
Creativity-Organization	<p>Arranger: you prepare, plan and put things into some desired or convenient order; you can creatively adapt compositions.</p> <p>Catalyst: you can precipitate events or effect change through some form of energy transfer (e.g. powerful behavior, ideas, emotions), usually without affecting yourself.</p>
Creativity-Receptivity	<p>Artist: you produce art works according to aesthetic criteria; you combine sensitivity and exceptional skill in some area of endeavor.</p> <p>Medium: you are sensitive and receptive enough to act as an agent, or instrument, in either conveying or accomplishing something in such a way that evokes astonishment or a sense of mystery.</p>
Creativity-Exploration	<p>Inventor: you can produce, or create, something unique by exploring and employing your imagination.</p> <p>Visionary: you can anticipate from a large set of potential outcomes the one outcome which is likely to occur.</p>
Creativity-Discrimination	<p>Conjurer: you bring things (e.g. idea, object, and ambience) into existence in a manner that may seem magical to others; you can create an effective illusion through your clear understanding of the strengths and weaknesses in other's perceptions.</p> <p>Aesthete: you have refined sensibilities toward the beauty in nature and art; you love art, music, poetry etc. and are usually indifferent to practical matters.</p>
Creativity-Communication	<p>Author: you can originate, compose a literary/musical work for the purpose of communicating your intent to others.</p> <p>Entertainer: you can utilize a unique persona or some form of novelty to surprise, arouse and entertain.</p>
Adaptability-Organization	<p>Pragmatist: you are concerned with practical matters which give you a sense of security, stability and sustainability in the face of external forces; you have a keen sense of utility.</p> <p>Developer: you extract and enhance the capabilities or possibilities inherent in</p>

	things; you can systematically bring something to a more advanced, or effective, state.
Adaptability-Receptivity	<p>Healer: you nurture, develop, and maintain the health of individuals, groups or society (e.g. mental, emotional, physical equilibrium, etc.) which requires sensitivity to the system under consideration.</p> <p>Accommodator/Agent: you acquiesce, compromise or concede your personal position in order to benefit others; you can do so without a sense of personal loss.</p>
Adaptability-Exploration	<p>Reformer: you can transform something into a better state, form, etc.(sometimes radically); you stabilize things, improve them by alteration, substitution, abolition, etc.; you explore and try to understand the qualities and potential of that which you seek to transform.</p> <p>Specialist: you tend to focus on or pursue a special line of work, study etc.; you explore a specific area of interest and can attain a high level of expertise in it.</p>
Adaptability-Discrimination	<p>Practitioner/Professional: you perform actions repeatedly or systematically for the purpose of acquiring some skill or proficiency; you may attain a professional level in, or mastery of, some skill.</p> <p>Administrator/Conservator: you can make clear determinations about things and operate, supervise or have executive control over an affair, or person(s); you use resources wisely to avoid waste, injury or loss.</p>
Adaptability-Communication	<p>Negotiator: you find common interests among people who have different points of view and, based on such, facilitate mutually beneficial agreements.</p> <p>Persuader: you convince others to take action or accept a particular point of view through reason and your clear understanding of people and the issues; you can sell things.</p>
Organization-Receptivity	<p>Collaborator: you cooperate well with others and remain open to their perspectives while systematically arriving at mutually beneficial solutions.</p> <p>Holist/Synergist: you understand the ‘big picture’ and can connect various phenomena in ways that are greater than their individual parts; you are aware of, and can demonstrate the importance of, the combined action of all the parts in a system.</p>
Organization-Exploration	<p>Mapper: you can deeply explore an existing space (internal and/or external) and represent that space in an organized, systematic manner.</p> <p>Investigator/Experimenter: you systematically examine, explore, or inquire into, the particulars of a thing; you learn the hidden or unique facts about things (e.g. their cause, motive, nature); you can use a set of variables or components to conduct an organized exploration of something in order to determine its nature.</p>
Organization-Discrimination	<p>Analyst/Appraiser: you have your own organizational system which allows you to efficiently and effectively analyze information, objects, systems etc.; you make accurate judgments on the value of things.</p>

	<p>Multi-Perspectivist: you take multiple perspectives on things which allows you to have a more complex or profound understanding of them.</p>
<p>Organization-Communication</p>	<p>Manager: you succeed in accomplishing things through the art of communication and by controlling or manipulating resources / income/ expenditures, sometimes despite considerable difficulty or hardship.</p> <p>Mobiliser: you vigorously bring people together to prepare them for action; you tend to extend and mobilize your network of people and resources to some aim.</p>
<p>Receptivity-Exploration</p>	<p>Contemplative: you can be intensely introspective; you explore the world through self reflection.</p> <p>Wanderer: you like to journey through multiple environments and experience a variety of situations without a particular goal in mind, and you remain open to each experience.</p>
<p>Receptivity-Discrimination</p>	<p>Observer: you continually challenge your assumptions and perceptions; you are a detached witness.</p> <p>Objective Thinker: you are receptive toward people and things, yet have the capacity to distinguish your observations from each other with great acuity, you draw conclusions based on what you have observed.</p>
<p>Receptivity-Communication</p>	<p>Counselor: you listen carefully to others, question their motives, clarify what has been said and provide valuable feedback and guidance.</p> <p>Pedagogue: you acquire, prepare and organize knowledge within context; you are sensitive and open-minded toward others and can teach effectively.</p> <p>Empath: you experience the world from other peoples' perspectives; you listen empathetically.</p>
<p>Exploration-Discrimination</p>	<p>Theorist: you perceive differences and observe patterns which allow you to explore and develop useful hypothesis and theories regarding the nature of things.</p> <p>Perfectionist: in exploring yourself and the world, you seek perfect, all-encompassing solutions to problems; you strive to overcome perceived inadequacies in yourself, others and things.</p>
<p>Exploration-Communication</p>	<p>Enthusiast: you become very absorbed in, possessed by, or fully devoted to certain principles and/or pursuits; (e.g. animal rights, the environment, nationalism, religious fanaticism).</p> <p>Exhibitor: you explore various methods and mediums to present/display things, to provide a memorable experience, or to deliver an impactful message to the public.</p>
<p>Discrimination-Communication</p>	<p>Reporter: you can deliver an unbiased account (or statement) which describes in detail an event, situation, or the like...as the result of your keen observation, inquiry, etc.</p> <p>Critic: you distinguish the value of information and can provide a clearly formulated opinion, judgment, evaluation, or critique of it.</p>



YOUR 8 SECONDARY CHARTS DETAILED

The eight secondary charts listed below provide you with additional information about each of your core competencies when paired with the remaining competencies. Unlike other systems which measure competencies as single units (e.g. you are a leader, you are creative, you are a good communicator, etc.), the IPSP system defines seven types of leadership, creativity, communication, and so on. The seven types are intimately associated with the psychological traits. IPSP's innovative approach to measuring core competencies as complex attributes provides much more useful information when you are considering a career, course of study or personal development. For example, if IPSP tells you that your leadership aptitude lies in your humanitarian interests, then as a businessman/woman you might wish to consider action approaches that address social injustice, poverty and so forth. The seven types per competency can be found in the above table but for the sake of clarity they are listed in the eight secondary charts below along with their relevant scores.

How to use Your Secondary Charts

You can employ the secondary charts in two ways:

- look at the relative proactive/reactive scores governing aptitude, application and their combination in a chart of interest, select a particular score, then refer back to the associated psychological trait listed above that chart
- select a psychological trait(s) of interest from those listed above the charts, then look up its relevant score within that chart. For definitions of the psychological traits you can always refer to the table above.

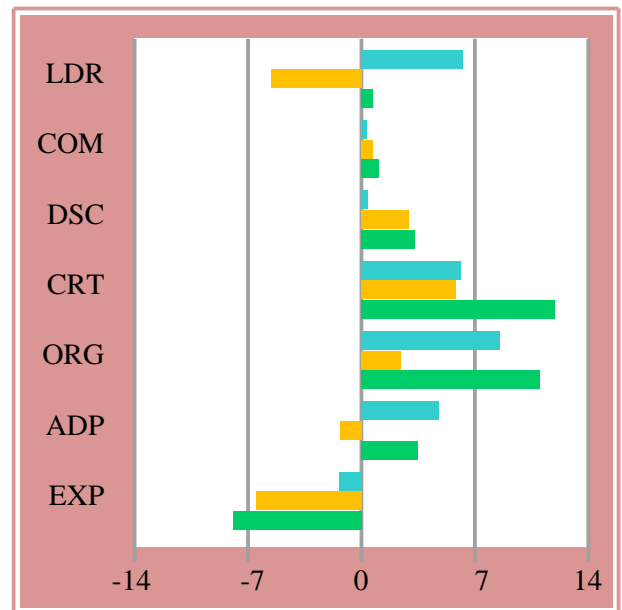
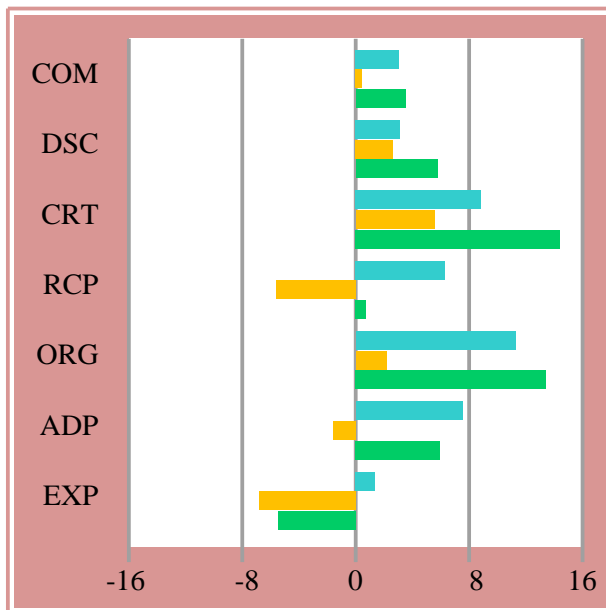
The short-form code for each competency is used in the secondary charts.

Leadership (LDR)	Receptivity (RCP)
Communication (COM)	Organization (ORG)
Discrimination (DSC)	Adaptability (ADP)
Creativity (CRT)	Exploration (EXP)

LEADERSHIP Profile	RECEPTIVITY Profile
<i>The Competency Pairing and the corresponding psychological trait it stands for are:</i>	
COM: Charismatic/ Promoter	LDR: Humanitarian/ Socially-Driven
DSC: Helmsman-Director/ Result-Oriented	COM: Counselor/ Pedagogue/ Empath
CRT: Creative Entrepreneur/ Inspirational	DSC: Observer/ Objective Thinker
RCP: Humanitarian/ Socially-Driven	CRT: Artist/ Medium
ORG: Achiever/ Producer	ORG: Collaborator/ Holist/ Synergist
ADP: Politician-Ambassador/ Strategist	ADP: Healer/ Accommodator-Agent
EXP: Pioneer/ Questor	EXP: Contemplative/ Wanderer

Your LEADERSHIP Profile

Your RECEPTIVITY Profile



← REACTIVE

PROACTIVE →

← REACTIVE

PROACTIVE →

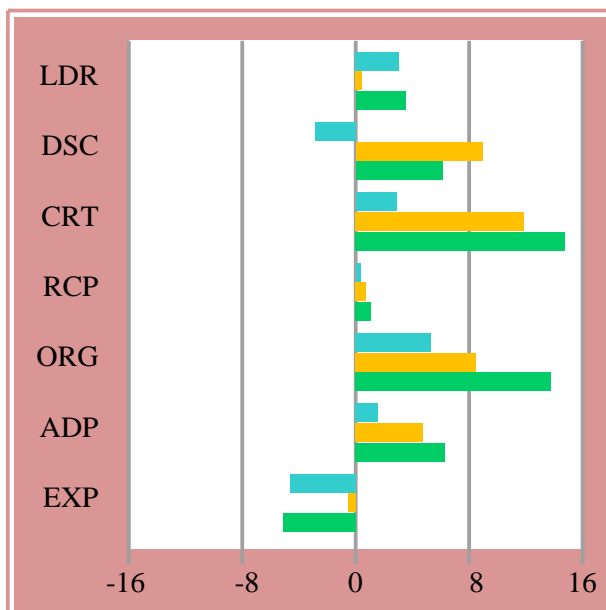
■ Aptitude

■ Application

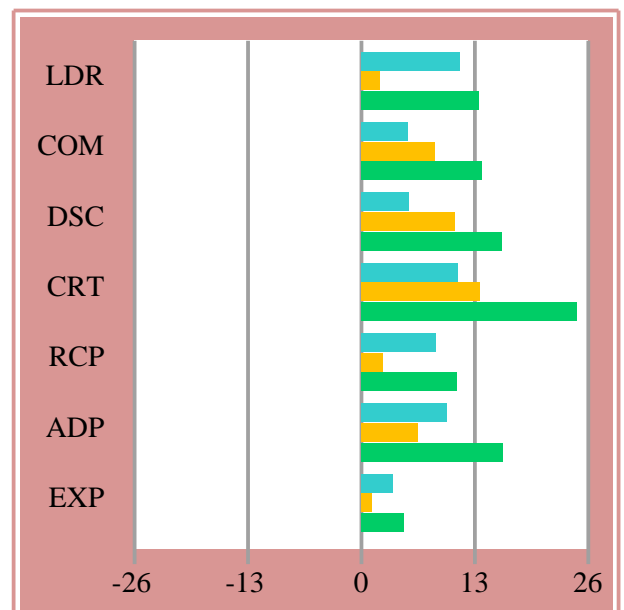
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COMMUNICATION Profile	ORGANIZATION Profile
<i>The Competency Pairing and the corresponding psychological trait it stands for are:</i>	
LDR: Charismatic/Promoter	LDR: Achiever/Producer
DSC: Reporter/Critic	COM: Manager/Mobiliser
CRT: Author/Entertainer	DSC: Analyst-Appraiser/Multi-Perspectivist
RCP: Counselor/Pedagogue/Empath	CRT: Arranger/Catalyst
ORG: Manager/Mobiliser	RCP: Collaborator/Holist/Synergist
ADP: Negotiator/Persuader	ADP: Pragmatist/Developer
EXP: Enthusiast/Exhibitor	EXP: Mapper/Investigator-Experimenter

Your COMMUNICATION Profile



Your ORGANIZATION Profile



← REACTIVE

PROACTIVE →

← REACTIVE

PROACTIVE →

■ Aptitude

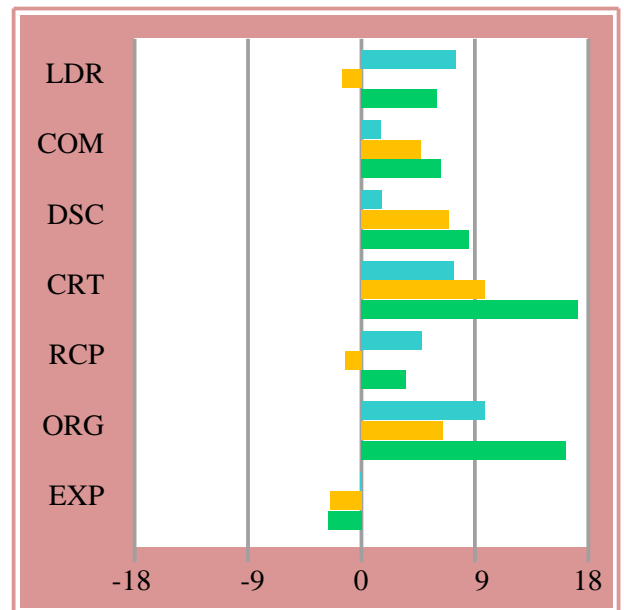
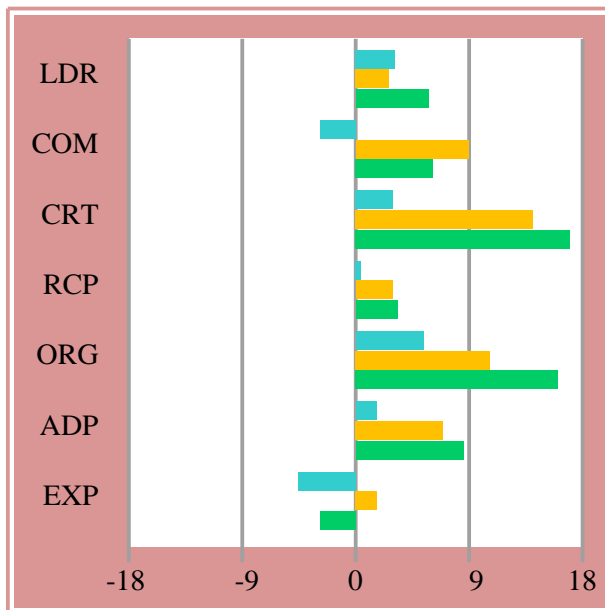
■ Application

■ Combined

DISCRIMINATION Profile	ADAPTABILITY Profile
<i>The Competency Pairing and the corresponding psychological trait it stands for are:</i>	
LDR: Helmsman-Director/Result-Oriented	LDR: Politician-Ambassador/Strategist
COM: Reporter/Critic	COM: Negotiator/Persuader
CRT: Conjuror/Aesthete	DSC: Practitioner-Professional/Admin-Conservator
RCP: Observer/Objective Thinker	CRT: Designer/Craftsman
ORG: Analyst-Appraiser/Multi-Perspectivist	RCP: Healer/Accommodator-Agent
ADP: Practitioner-Professional/Admin-Conservator	ORG: Pragmatist/Developer
EXP: Theorist/Perfectionist	EXP: Reformer/Specialist

Your DISCRIMINATION Profile

Your ADAPTABILITY Profile



← REACTIVE

PROACTIVE →

← REACTIVE

PROACTIVE →

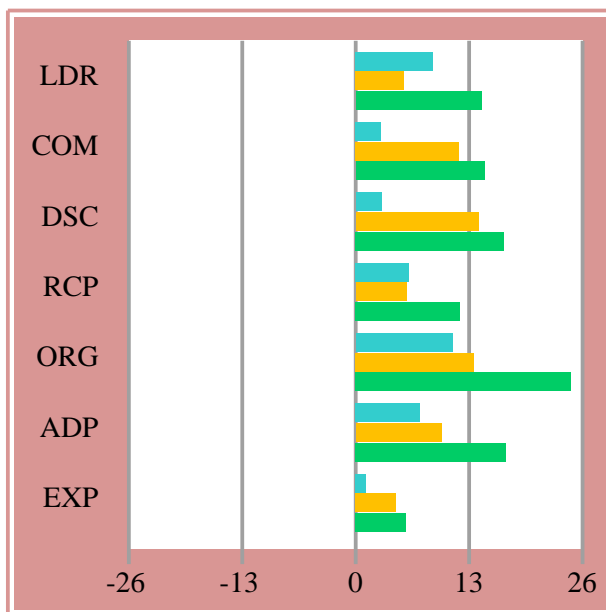
■ Aptitude

■ Application

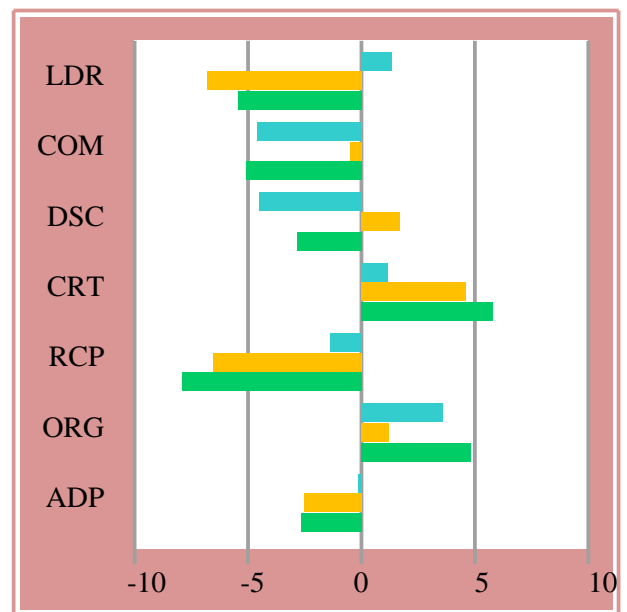
■ Combined

CREATIVITY Profile	EXPLORATION Profile
<i>The Competency Pairing and the corresponding psychological trait it stands for are:</i>	
LDR: Creative Entrepreneur/Inspirational	LDR: Pioneer/Questor
COM: Author/Entertainer	COM: Enthusiast/Exhibitor
DSC: Conjuror/Aesthete	DSC: Theorist/Perfectionist
RCP: Artist/Medium	CRT: Inventor/Visionary
ORG: Arranger/Catalyst	RCP: Contemplative/Wanderer
ADP: Designer/Craftsman	ORG: Mapper/Investigator-Experimenter
EXP: Inventor/Visionary	ADP: Reformer/Specialist

Your CREATIVITY Profile



Your EXPLORATION Profile



← REACTIVE

PROACTIVE →

← REACTIVE

PROACTIVE →

■ Aptitude

■ Application

■ Combined

Norming Aptitude & Application in Your Secondary Charts

All the charts in this report, except for Your Normed Chart, are measured against the averaged responses of many users. The charts herein allow you to understand your competencies relative to each other but not against a normal curve. Understanding where your secondary chart scores fall on a normal curve, though not specifically provided in this report, may be useful to you. To see how your scores compare to a normal population, please notice the numeric scales on each chart. You'll see that the scales differ in magnitude from chart-to-chart. This is done automatically to conserve page space. The scales indicate your numeric scores (i.e. compare the bar length against the score). If you wish to see whether an aptitude or application score is within, or outside of, the norm, use this 'rule-of-thumb':-

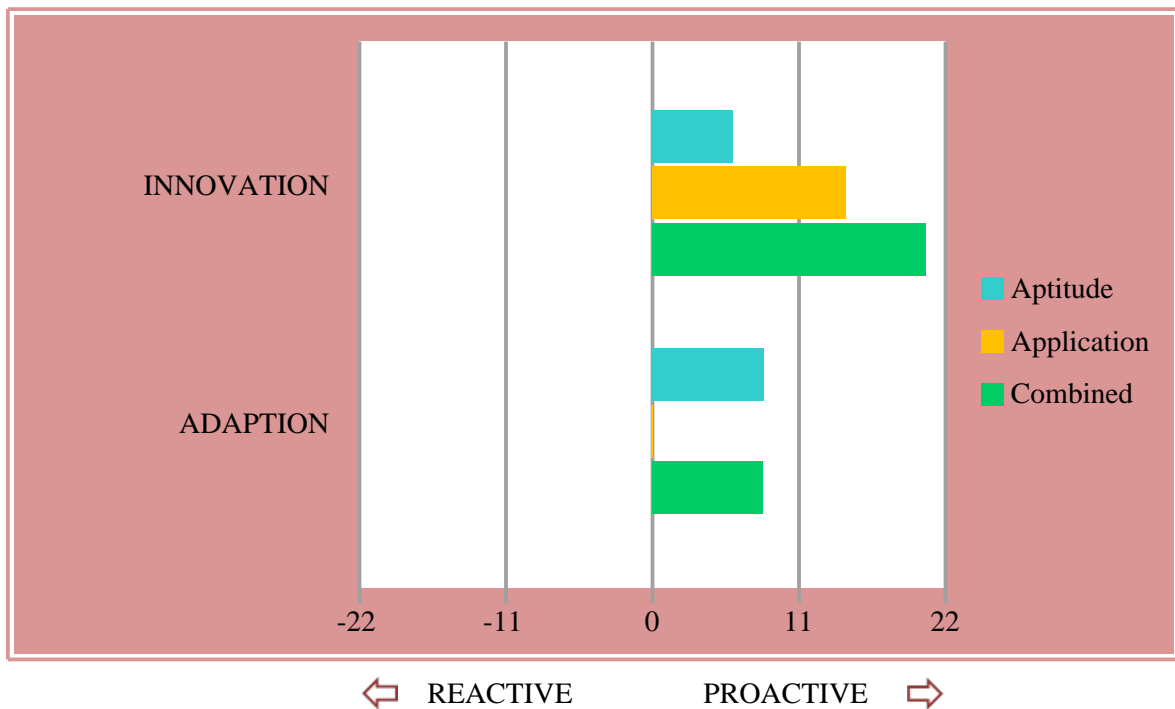
Normed Aptitude & Application Distribution	Corresponding Scores
Norm	-8 (Reactive) to +8 (Proactive)
High	-9 to -16 (Reactive); +9 to +16 (Proactive)
Very High	-17 to -24 (Reactive); +17 to +24 (Proactive)
Extremely High	-25 to -32 (Reactive); +25 to +32 (Proactive)

For example, if your *adaptability-communication* aptitude score is 10, then you are high in your ability to negotiate or persuade others but if your application score is 5, then you are quite normal in your application of that ability. Assessing norm values for combined scores are more complex, so they are excluded from this report (and not all that necessary as long as aptitude and application assessments are available).



YOUR PROBLEM-SOLVING STYLE

People solve problems in different ways depending upon the nature of the problem and their problem solving style. Michael Kirton (1976) defined two types of problem solving styles, *innovation* and *adaption*. They are defined below. IPSP has taken an innovative approach to determining problem-solving style by using the *yang* aspects of your responses to measure the *innovation* style and the *yin* characteristics of your responses to measure the *adaption* style. Yin and yang are fundamental, complementary forces of Nature described in the *I Ching*. They determine our sense of opposites such as light-dark, male-female, proactive-reactive, etc. and in subtle combinations all other phenomena. The result of your yin-yang responses is your problem-solving style chart:-



How to Interpret your Problem-Solving Style

As in other IPsP charts, aptitude and application in problem-solving style are measured separately. The combined problem-solving style score is the addition of both your aptitude and application scores. The relative reactivity and proactivity of your scores can also be viewed. To interpret your results, view your innovation and adaption scores while referring to the table below. Most people tend to exhibit a mixture of innovation and adaption styles. Your style description will likely show a similar mix; that is, you are probably neither a pure innovator, nor a pure adaptor. In reading your chart, simply note your aptitude and application scores.

You may find that some of your scores are more proactive or reactive than others.

- A reactive innovation style means that you are conservative and may require outside stimulus to innovate, or you lack confidence in your ability to intuitively solve problems.
- A proactive innovation style suggests that your motivation to innovate is both keen, perhaps disruptive, and implicit (closer to a pure innovation style).
- A reactive adaption style indicates an ultra-conservative approach governed by a systematic, detailed problem solving methodology (closer to a pure adaption style).
- A proactive adaption style indicates that you are quite open-minded and liberal in the way you solve problems, yet are nonetheless detailed and systematic in your approach.

Aptitude for a particular style means the amount of talent you have for it. Application of a particular style means the degree to which you tend to use it. Using your scores and the below table will allow you to determine your unique mix of problem-solving styles. This information is particularly useful when working in teams. Knowing how you and your team members tend to solve problems will suggest strategies for optimizing teamwork results.

INNOVATORS	ADAPTORS
<ul style="list-style-type: none"> Perceived as undisciplined, abrasive, lateral thinkers, approaching tasks from unexpected angles, a disruptive influence 	<ul style="list-style-type: none"> Perceived as precise, reliable, efficient, methodical, prudent, disciplined, and conforming
<ul style="list-style-type: none"> Concerned with discovering problems and directions for solutions 	<ul style="list-style-type: none"> Concerned with resolving problems, using systematic approaches
<ul style="list-style-type: none"> Questions assumptions; tends to manipulate problems 	<ul style="list-style-type: none"> Searches for solutions in tried and understood ways
<ul style="list-style-type: none"> Pursues goals but downplays the means to achieve them 	<ul style="list-style-type: none"> Reduces problems by improving them (e.g. enhancing efficiency)
<ul style="list-style-type: none"> Perceived as unsound, impractical and irreverent 	<ul style="list-style-type: none"> Perceived as sound, safe and reliable
<ul style="list-style-type: none"> Capable of detailed routine for short periods of time only, bored by routine 	<ul style="list-style-type: none"> Can work accurately for long periods on details, without boredom
<ul style="list-style-type: none"> Often challenges rules, disrespects past conventions and customs 	<ul style="list-style-type: none"> Rarely challenges rules, and only when feeling well supported to do so
<ul style="list-style-type: none"> Appears to have little self-doubt in generating ideas; no consensus required 	<ul style="list-style-type: none"> May experience high-levels of self-doubt; vulnerable to social pressure/authority
<ul style="list-style-type: none"> Provides task orientations and the dynamics to effect periodical radical change when working with adaptors 	<ul style="list-style-type: none"> Provides stability, order and continuity when working with innovators
<ul style="list-style-type: none"> Appears insensitive to others and tends to threaten group cohesion and collaboration 	<ul style="list-style-type: none"> Appears sensitive to people and tends to maintain group cohesion and cooperation

FAQ

My profile doesn't make sense to me?

The IPsP is not transparent; that is, unlike many psychological profiles, it is practically impossible to predict your results when you are responding to the questions. However, the more self-reflection you've practiced, the easier it is to understand your results. If you are mystified by your scores, we suggest that you seek the advice of a close family member, or friend, before you send your report to the recycle bin. After some discussion, you may find that your report does, indeed, reflect your psychological traits and competencies.

How fixed are my results?

IPsP's results tend to be quite stable in older people whose life experience, values and perceptions are quite settled. Younger people's results may shift more rapidly as they grow and experience life. There are no fixed ages for old and young. While some older people can also be quite unsettled; some younger people can be quite set in their ways. IPsP results tend to change quite dramatically as a result of trauma (e.g. divorce, death in the family, etc.), intense education experiences (e.g. the transition from high school to college), sudden relocations to radically different cultures or environments, and as a result of significant career changes.

What can I do if I want to understand my profile better?

Innovea provides an online personal consultation service (usually via Skype). Personal consultation includes a general overview of how your competencies are integrated as well as to provide time for you to address key professional and personal issues within the context of your core competencies. A consultation takes about 50 minutes to an hour. If you wish to have a private consultation, please email info@innov-ea.com for cost, availability and access procedures.

Can IPsP be applied to a group, management or project team, company or organization?

Yes, IPsP can be taken by a group, upon request, through a customized group link. The group profile is delivered in a report similar to this one (where the group is deemed an individual). Group profiles allow you to analyze your team's strengths and weaknesses; balance your team's core competencies; make optimum job satisfaction placements; enhance selected core competencies through strategic training; measure team growth over time via pre-survey/post-survey exercises; and for recruitment. For recruitment purposes, IPsP has a function that reduces applicants' profiles to a simple color-coded chart embedded in an EXCEL. This simple, flexible solution allows for very rapid screening of many applicants both before and during an interview process. For group profile prices and details, please email us at info@innov-ea.com. Group discounts are available.

Does IPsP reflect real performance?

IpsP is a self-report. Self-reports tend to exhibit subjective biases. The lack of transparency (see above) allows the IPsP to reduce bias. Actual performance is a complex issue involving physical, mental, emotional talents and skills, field knowledge and experience, as well as perception, motivation and self-knowledge and awareness. IPsP scores tend to measure perception, self-knowledge and awareness in relation to the core competencies. These are important qualities for optimal performance. For example, a person with strong aesthetic sense and an interest in art who, for economic or other reasons, became a lawyer may feel stifled in legal work dedicated to real-estate, and therefore, not perform as well as colleagues who love both the study of law and real-estate. However, if that same lawyer becomes aware that artistic sense involves the core competencies of creativity and discrimination, he/she may engage in the business of legally protecting art properties or manage large art transactions all of which could activate his/her creative sensibilities in the context of critical thinking typically used in legal practice. Consequently, the lawyer's performance would increase dramatically. Research conducted with IPsP indicated that people who gravitate to certain careers generally exhibit competencies associated with those careers. When this sort of individual-career resonance exists, motivation increases and performance is optimized. The value of the IPsP, in terms of performance, is that it can indicate just how much resonance there is between you and your career/job/area of study. The higher your resonance, the higher your performance.

How is IPsP different from other psychological profiles?

Most psychological profiles are based on linear measurement systems in which test responses are allotted to predetermined categories. This traditional approach provides a measure of certainty regarding the categories employed, but it is low in overall accuracy (e.g. people being very complex exhibit grey areas and subtle relationships between the selected categories). IPsP's measurement is both nonlinear in nature and based on probability rather than predetermined values. Each of your responses is rated against every other response. Though statistical analysis tends to be quite complex, the result is a higher degree of accuracy. IPsP, furthermore, doesn't suggest careers or jobs. Your core competencies and psychological traits can apply to almost any career or job. It is a matter of how you apply them. Of course, certain competencies and traits are weighted more heavily in specific careers, jobs and courses of study. Much of this is common sense. For example, the design field requires creativity; the finance sector often requires good organization skills; and the hospitality industry values receptivity. What is less observable in most instruments is the type of creativity, organization and receptivity you can offer.

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