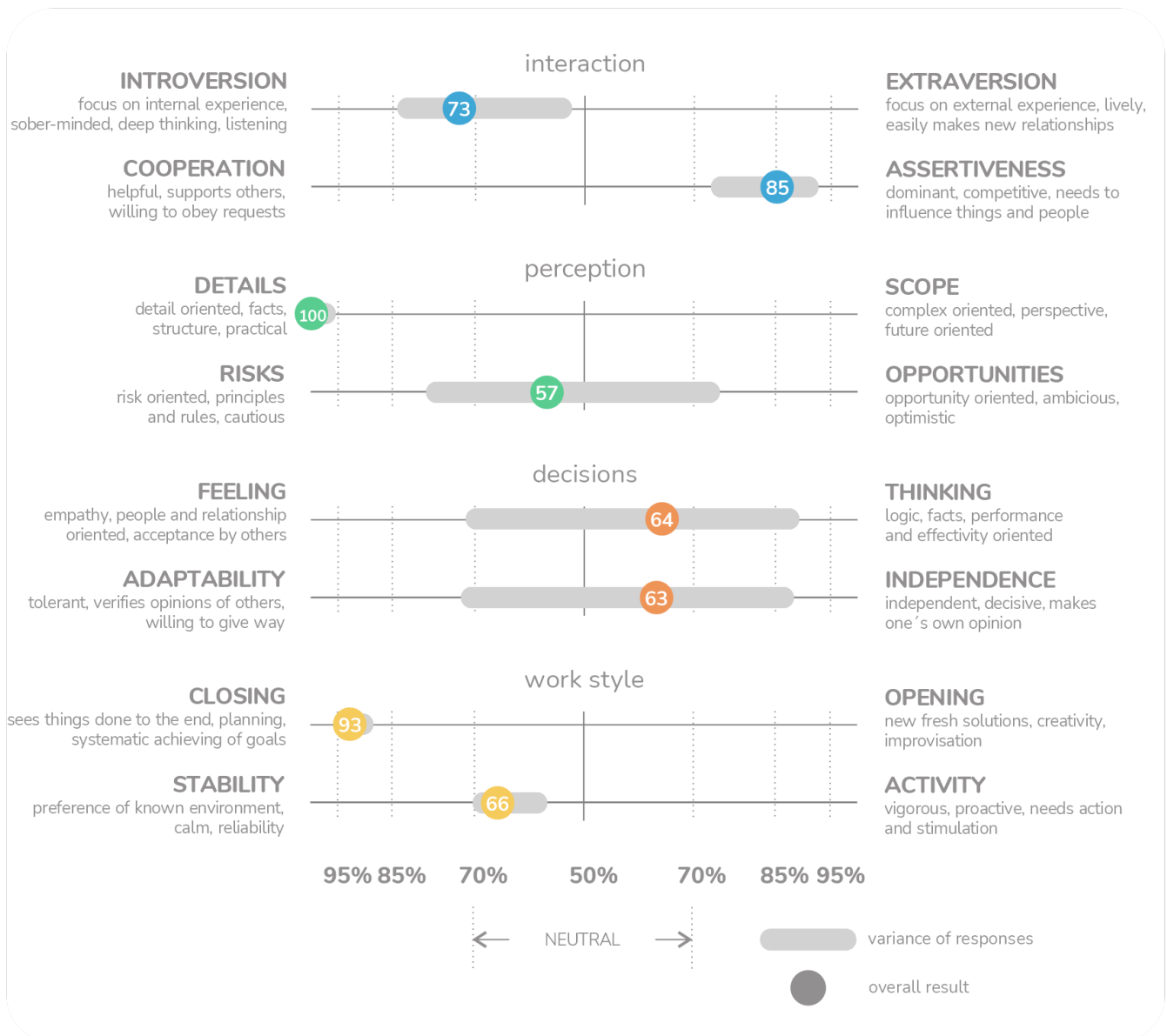




You now hold in your hands a report from Multifactor Personality Profile questionnaire. It is a personality questionnaire which offers insight into one's personality based on 4 main areas that are further differentiated into more factors. This questionnaire describes a basic personality setting related to other people and the world around us, a way of perceiving reality and problem solving, a way and specifics of decision making and basic characteristics concerning work style. It is very important to mention that all results in this questionnaire are neither positive nor negative, better nor worse. These results show an individual personality profile, its main specifics and advantages, and warn about potential downsides and risks. It is vital to always relate these results to current profession, role, situation and other factors, take them with due consideration and interpret them within the context of a given situation. These results can be used as a basis for deeper self-understanding and as a support tool for personal development. The results are presented as percentiles. Percentiles tell you what percentage of people in the population appear in a given interval and how the results are weighted. It is natural that most of the population tends to have average values in the observed scales, more distinctive values are then logically much more rare in population. The population against which the result is compared consists of more than 30,000 respondents. More information about the norms and the questionnaire can be found at <https://www.tcconline.eu/products/psychodiagnostics..>

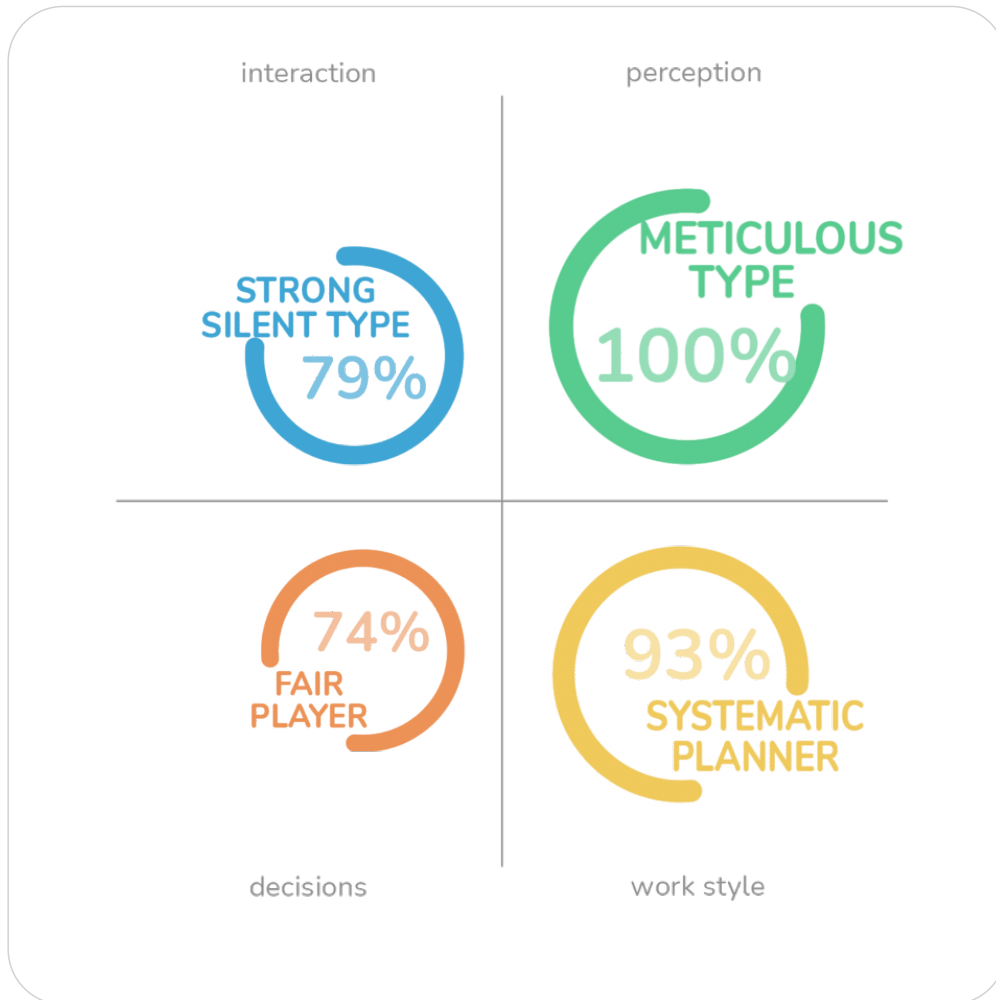
## MY PERSONALITY PROFILE



Note: A significant variance across multiple scales indicates a possible inconsistency in responses.

You can work with the displayed output through the so-called "personas" to make the results easy to grasp and understand. Personas offer a simplified view through typical characteristics or behaviors associated with subscale preferences. Personas serve as an aid for faster intuitive understanding. On the other hand, they can lead to stereotyping, so it is advisable to approach them with detachment.

### MY PERSONALITY PROFILE

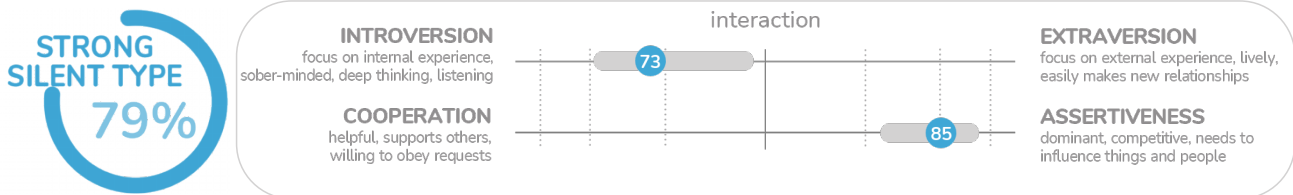


### INTRODUCTION OF PERSONAS

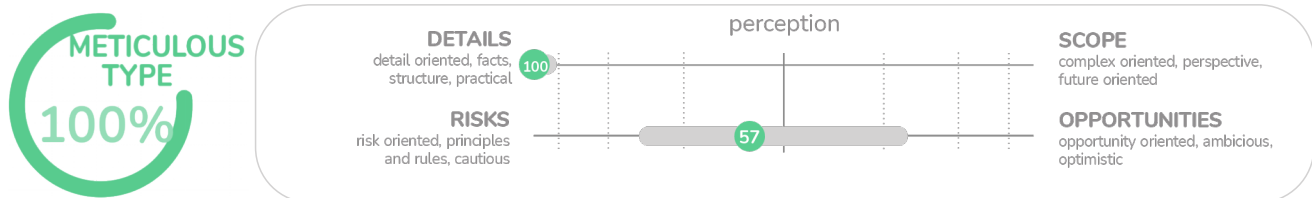
METICULOUS TYPE	Meticulous types can immerse themselves in a problem. They are interested in specific information and have an eye for detail and quality. They are typically practical and focused on the "here and now".
SYSTEMATIC PLANNER	Systematic planners are responsible types with a highly developed sense of planning and adherence to set goals. They are typically methodical and committed to completing tasks on time.
STRONG SILENT TYPE	People with this persona may only sometimes make themselves heard, but they can get things done without being discouraged by anything. They are typically focused and incisive. They talk less than others but stand their ground.
FAIR PLAYER	Fair players can consider hard facts without overlooking subjective factors, such as relationships and feelings. They can form an independent point of view while at the same time being open to other perspectives.

In further parts of the report, you can also find verbal interpretations of the profile and a summary of main advantages or potential risks, and a recommendation of possible further meaningful ways of development.

## INTERPRETATION

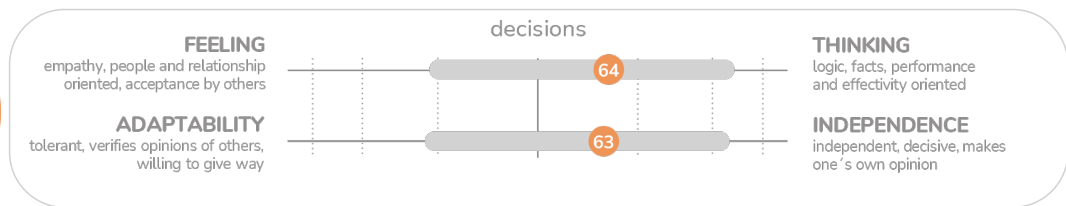


This personality type is defined by a combination of introversion and assertiveness. People with this combination do not show emotion; they are contemplative and thoughtful; they join communication less frequently and usually only in cases when they find it necessary. They can focus on a task very well; they are goal-oriented. Despite outward appearances, they work on their goals and complete their projects – they do not let others influence them or slow them down. They might often surprise others with the results they have achieved and their tenacity in doing so. ‘Still water runs deep’ is something people say of this personality type. Their characteristics make them capable of winning respect from others and they are seen as persons of authority. They tend to keep calm in tense situations, and they display unwavering focus on their tasks. They naturally prefer leading by example to traditional people management. However, their tendency to not communicate may make them appear autocratic.



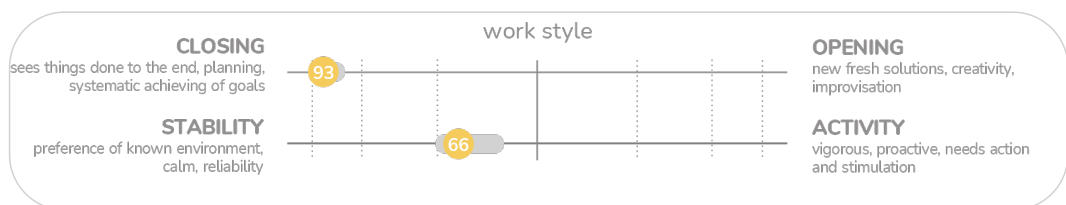
Perception is dominated by Details and a balanced representation between Risks and Opportunites. This combination produces a significantly systematic approach, orientation to detail, and facts. Such people are very diligent and systematic; they prefer understandable and clearly given orders and rules. They are realistic, focused mainly on the ‘here and now.’ They always ‘have their feet firmly on the ground.’ They usually have very good analytical skills and are good with numbers and data. In communication, they tend to focus on facts and specifics – but they are more inclined to act than talk about things. Given their eye for detail, they are often incapable of having a broad perspective and do not easily perceive how things might be connected. Others often see them as pedantic or uptight people with less creativity and imagination.

74%  
FAIR  
PLAYER



Decisions are made equally by feeling and thinking, with a balance of adaptability and independence. Such people are very versatile. They can adapt to their environment; they are flexible in their behavior, yet they are able to change the conditions and rules when necessary. They take interest in the views, attitudes, and emotions of others, and they consider them in their decisions, but they do not let these factors hold them back; they listen just as much to their own judgment and reasoning. They usually give non-judgmental feedback which motivates the recipient to improve; they are considerate and performance-oriented at the same time. They work well with the vibe of the workplace and give people space to achieve things themselves, but they do not reject their own active role; they organize resources and people well and keep things in control. They are happy for any feedback and they actively work with it.

93%  
SYSTEMATIC  
PLANNER



Activity is dominated by closing, with a balanced representation of stability and activity. This combination is characteristic of great emphasis on the execution and completion of tasks. Such people prefer to plan diligently, be informed, know where they stand at every moment, how far in the process they are, and what they should do and when. They like to work systematically and step-by-step. First they focus their full attention on one activity, and only after they finish it do they take up another one. Their great advantages are their sense of purpose, reliability, and speed of execution. They do not like to put things off – they deal with problems the moment they arise. This might also be their weakness as they tend to give in to urgency. They are impatient; they feel the need to do things immediately, but doing too many tasks at once stresses and overwhelms them. They do not like to change their plans; they may be critical of new things or changes.

## WHAT I CAN RELY ON

- discretion and thoughtfulness
- focus on tasks and activities
- tenacity, calmness, diligence
- realism, focus on concrete facts
- structure-oriented and systematicness
- attention to detail, diligence, conscientiousness
- respect for deadlines
- diligence, consistency, tendency to follow through
- systematicness, focus, reliability

## WHAT TO WATCH OUT FOR

- reticence, lack of interest in communication and sharing, inscrutability
- stubbornness, unwillingness to adapt
- tendency to dwell on details, lack of perspective, failure to see things in context
- lack of imagination, difficulty thinking beyond the present reality
- lack of flexibility, difficulty improvising, reluctance to change
- impatience, inclination to solve everything immediately, regardless of priorities

## DEVELOPMENT RECOMMENDATIONS

- communicate not only factual decisions and important information, but also 'talk' to others, share own views and feelings, help to cultivate the right atmosphere
- communicate disagreement, be open to discussion; proactively seek out the views and attitudes of others, do not rely on their own initiative
- focus on a longer-term perspective; do not let the current reality limit future options; disconnect from 'here and now'
- do not get stuck on details, try seeing things in perspective and overview
- work with priorities, do not give in to urgency
- do not insist on what had been planned when it is no longer effective due to external changes

## THE TEAM ROLES YOU'RE BEST SUITED FOR

*Our personality preferences influence which roles we will naturally feel more comfortable in and which will be easier for us to take on in larger groups. This doesn't mean that we can't take on other functions based on our conscious decision or in relation to our position and its demands. Below you can see which roles may better fit you than others. If you want to map your preference for team roles beyond what is close to your personality, you can use the Team Roles questionnaire. Learn more here: <https://www.tcconline.eu/questionnaires-tests/team-roles/>.*



### Evaluator

Carries out analyses, and points out facts and information. Emphasizes the need for revision in order to make a proposed solution possible to implement. Keeps the team's feet firmly on the ground. Structures collective work, and tries to bring about order and methods. Calls for specifics rather than abstracts. Points out discrepancies.



### Implementer

Works with facts and information, and filters out assumptions and conjectures. Determines a methodology for the group, and insists on adherence to it. Excels at orienting themselves in assignments and in their conduct. Coordinates others toward valid solutions. Is specific, pragmatic, and brings others back to the task at hand.



### Referee

Sets the rules, conditions and work methods for the team. Considers and evaluates other people's opinions. Is impartial, and even in extreme situations does not get involved. Capable of formulating succinct evaluations. Emphasizes logic and relies exclusively on their own judgement.

## THE LEADERSHIP STYLES YOU'RE BEST SUITED FOR

Similarly, just as our personality setup makes it easier for us to accept certain roles in the team, it also influences our management style, i.e., how we lead and manage the team. So if you have a managerial position or are preparing for one, it can be helpful to know to which styles you may spontaneously gravitate. It's up to you to decide whether, given your goals, the company you work for, its corporate culture, and your particular team. Part of the managerial role is the ability to be situational, meaning being capable of choosing different styles in light of the circumstances, and developing them further, i.e., able to move on and acquire new skills and competencies beyond what comes naturally to us. If you would like to map your preference for management styles beyond what is close to you personally, you can use the Management Style Questionnaire. Learn more here: <https://www.tconline.eu/questionnaires-tests/managerial-style-quick/>.



### PERFECTIONIST

Perfectionist managers want their people to do the best job possible. They care about their team being reliable partners whose work is beyond complaint. They assign specific, well-defined tasks, and set input and output parameters. They give feedback on specific aspects and point out errors and shortcomings. Perfectionist managers establish and demand quality standards and personally control the work of their people. They give immediate feedback, expect accuracy and reliability from subordinates, and emphasize the quality of performance. They motivate with recognition and praise for a job well done. Perfectionist managers tell subordinates HOW to work.



### PACESETTING

Performance managers emphasize people being fully focused on performance and their work. They want the team and individuals to meet their goals. They communicate opinions and decisions clearly, establish order and rules, and expect them to be executed by the team. Performance managers give feedback on performance and execution, want their people to experience success and victory, and lead the team to be better than others. They motivate with rewards for achieving goals. They expect adherence to established procedures and do not tolerate oversteps. They tend to achieve high results, especially in non-standard and crisis situations. RESULTS are key for performance managers.



## APPROACH TO LEARNING – TIPS FOR ADAPTATION

*Personality affects how we learn, what works for us and what can hinder our learning process. For the purposes of adaptation and further development, below are tips and advice for what may suit you in terms of form or content and what to avoid.*

When learning, more detail-oriented people focus on facts and partial information and need to have it in a clear structure. They prefer to have enough in-depth information and are comfortable with learning a clear methodology. They learn from concrete data and examples and want to see clear links to practice.

People with a tendency to close topics tend to be systematic. They plan their development, prepare responsibly, and are comfortable with pre-prepared study plans in which they complete sub-tasks. They concentrate on one topic while learning and then move on to the next after the topic is closed.

People with a preponderance of assertiveness like to be in control of their development; they need to be proactive in setting it up and organizing it. They need to know what each activity will bring them. They like to overcome obstacles, and they want to compete. They need challenges and the opportunity to compare their performance with others.

WHAT SUPPORTS EFFECTIVE LEARNING	WHAT CAN SLOW DOWN THE LEARNING PROCESS
<ul style="list-style-type: none"> <li>■ logical progression and sequence, clear methods</li> <li>■ sufficient information and relevant sources</li> <li>■ concrete examples and practical demonstrations</li> <li>■ tasks with clear rules and regulations</li> <li>■ step-by-step planning, study plans</li> <li>■ clearly demarcated modules linked to each other</li> <li>■ competitions, the opportunity to compare yourself with others</li> <li>■ continuous monitoring of your progress</li> <li>■ challenges and tasks requiring performance</li> </ul>	<ul style="list-style-type: none"> <li>■ generality and non-specificity of material or interpretation</li> <li>■ superficial introduction to topics</li> <li>■ theoretical teaching without practice</li> <li>■ frequent program changes</li> <li>■ working on multiple tasks or topics simultaneously</li> <li>■ absence of milestones and deadlines</li> <li>■ inability to interfere in the course of education</li> <li>■ prevalence of activities based on sharing and cooperation</li> <li>■ absence of individual goals and approach</li> </ul>