



Polaris Profile

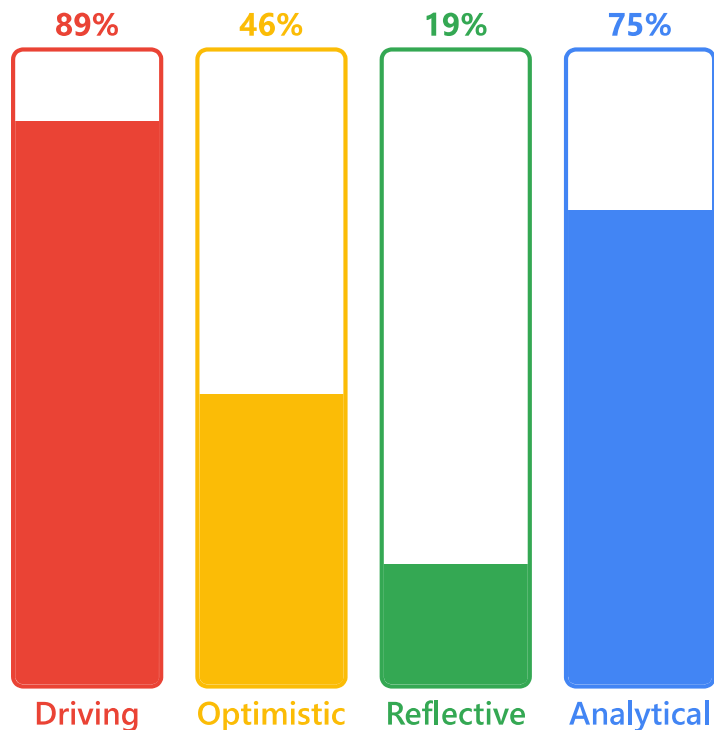
Andrew Red

October 23, 2026

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Your Polaris Chart

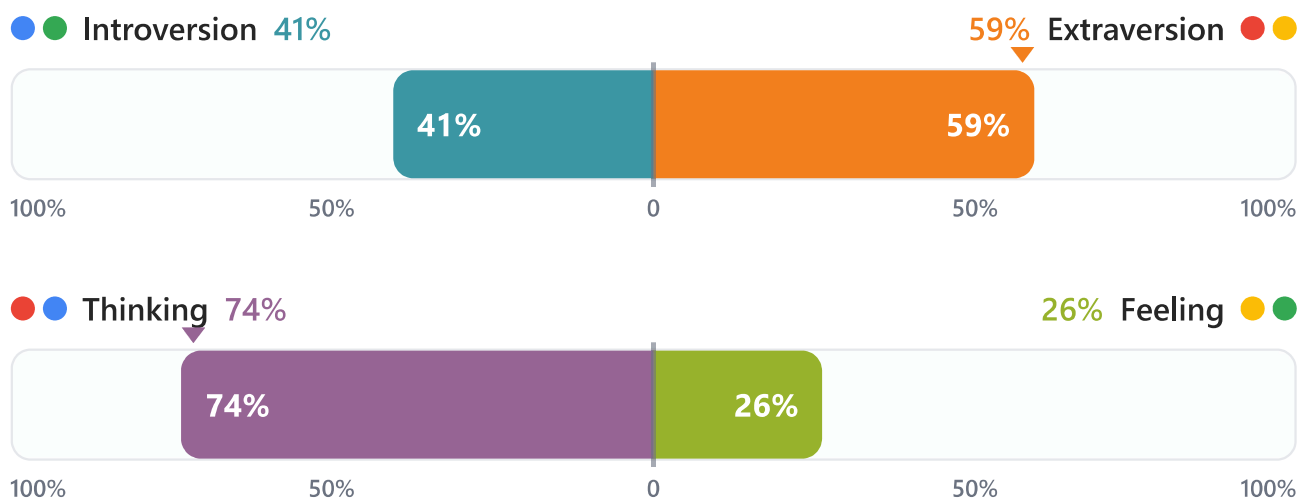
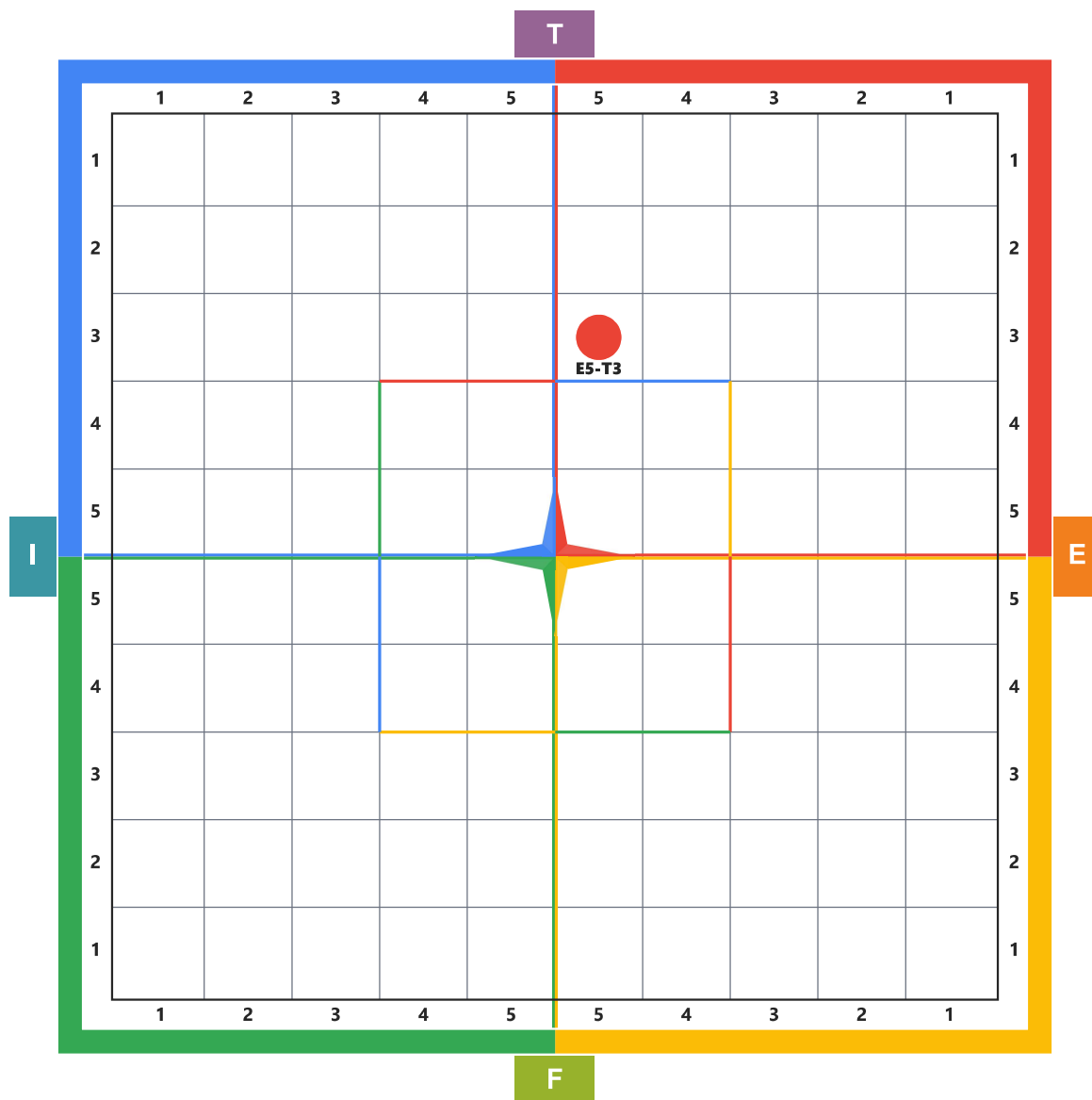


The **Polaris chart** shows the distribution of preferences across four behavioural styles:

- **Driving (Red):** Action-focused, results-oriented, decisive. Higher Driving preference indicates directness, quick movement, and focus on tangible outcomes.
- **Optimistic (Yellow):** Socially-focused, expressive, engaging. Higher Optimistic preference indicates enthusiasm, collaboration, and being energised by interaction.
- **Reflective (Green):** People-focused, supportive, considerate. Higher Reflective preference indicates patience, empathy, and awareness of others' needs.
- **Analytical (Blue):** Detail-focused, precise, systematic. Higher Analytical preference indicates thoughtfulness, thoroughness, and quality orientation.

No style is better than another - each brings distinct strengths in different situations.

Your Polaris Map & Jungian Preferences



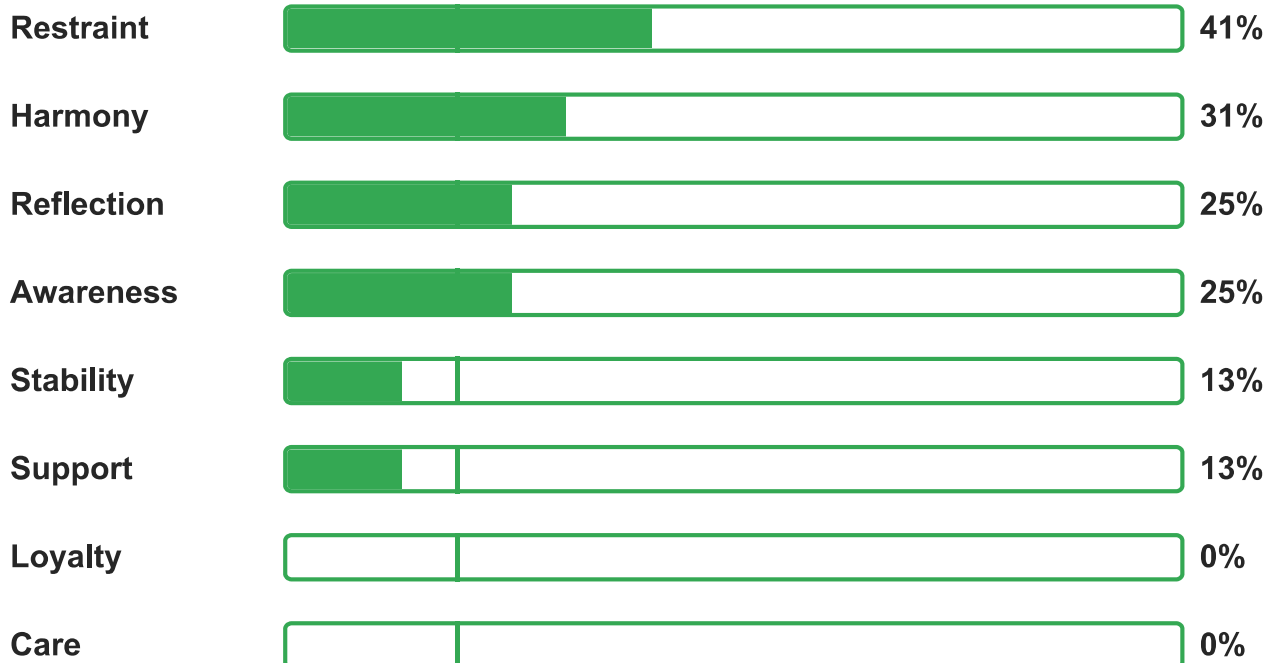
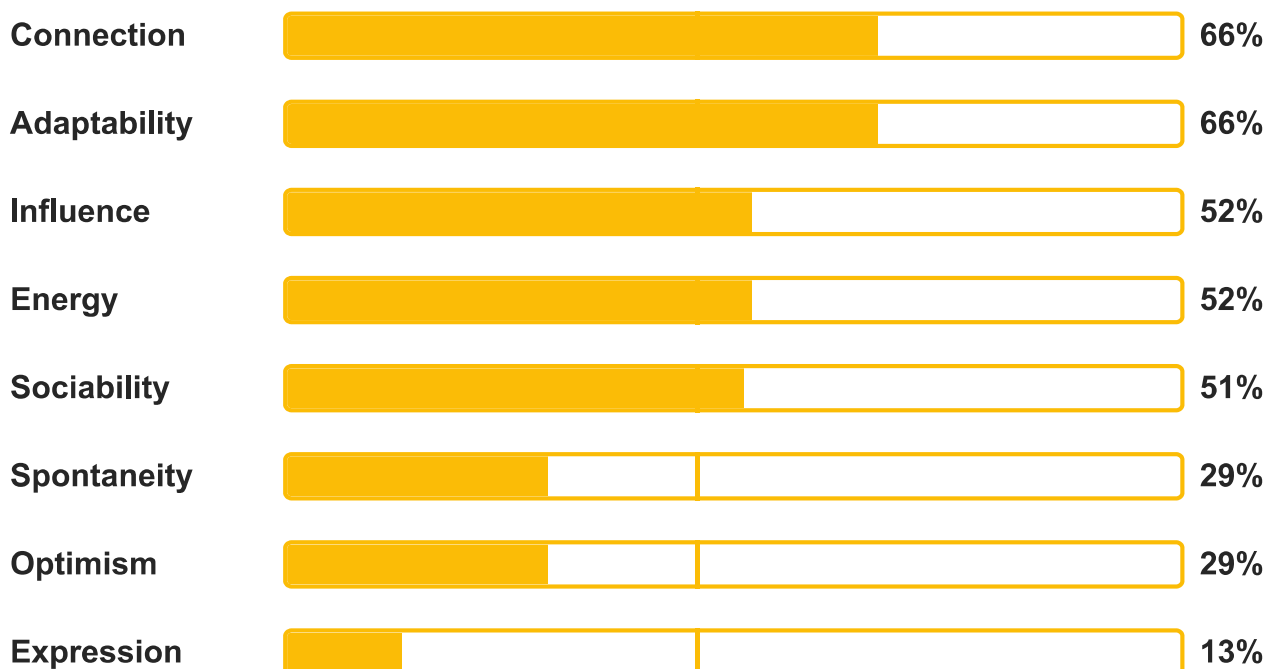
Facet Charts

Analytical Blue

75%

Driving Red

89%

Reflective Green**19%****Optimistic Yellow****46%**

Each of the four Polaris colours is made up of eight facets. The facets show the specific behaviours that sit behind your colour scores.

The facets show how you express each colour in specific ways. For example, two people might both score 70% on Driving Red, but one could be high on Pace and Drive (fast-moving and energetic), while the other is high on Authority and Directness (commanding and blunt). The same colour score, but very different behaviours.

The faint line on each bar shows your overall score for that colour. Facets above the line are stronger than your colour average. Facets below the line are weaker than your colour average.

Looking at the facets alongside your colour scores gives you a clearer picture than the colour scores alone.

Understanding Your Results

Your **Polaris Map** is like a compass showing your natural preferences across the four core behavioural styles—Driving Red, Optimistic Yellow, Reflective Green, and Analytical Blue. It reveals the behavioural patterns you tend to adopt in professional settings and how you naturally approach work situations.

Reading Your Polaris Map:

- Top to bottom shows whether you're more task-focused and direct (top) or people-focused and collaborative (bottom)
 - Left to right shows whether your energy comes from reflection and time to yourself (left, Introversion) or from people and activity around you (right, Extraversion)
-

Your **Jungian Preferences** reveal the deeper cognitive patterns underneath these behaviours. They show whether you recharge through solitude or social interaction (Introversion vs Extraversion), and whether you make decisions through logical analysis or personal values (Thinking vs Feeling).

These preferences shape why you show up the way you do on your Polaris Map.

Reading Your Jungian Preferences:

- Introversion vs Extraversion shows where you get your energy—from quiet reflection or social interaction
 - Thinking vs Feeling shows how you make decisions—through objective logic or personal values
-

Together, these two views provide a complete picture: your Polaris Map shows what people see in your behaviour at work, while your Jungian Preferences explain the how and why behind it.

Section 1 - Introduction

The Polaris Profile is based on Andrew Red's responses to the Polaris Preference Evaluator, completed on October 23, 2026.

While the Polaris Map is grounded in Jung's preference pairs (Introversion-Extraversion, Thinking-Feeling), the wider Polaris Profile draws on additional behavioural research, including modern trait psychology, workplace behaviour studies, and applied organisational psychology. These preferences combine to create four distinct behavioural styles: Driving (Red), Optimistic (Yellow), Reflective (Green), and Analytical (Blue), representing different approaches to action, influence, harmony, and structure.

This profile describes natural preferences, not a fixed account of current behaviour. Preferences represent a person's natural starting point, where they begin instinctively. Behaviour, however, is shaped by experience, context, and the gradual development of sides that don't come as naturally. Some sections may closely match how Andrew operates today; others may describe a rawer version of the preference that experience has since refined.

On the Polaris Map, Andrew's results place him at E5-T3, showing a slight Extraverted orientation, near the centre and a clear Thinking preference.

This profile highlights natural tendencies, offers practical examples, and suggests ways to adapt when needed. Some sections may feel familiar; others may reveal blind spots or areas for growth. Used thoughtfully, it can help Andrew recognise where his natural strengths lie, where others may misunderstand his approach, and how different working styles interact. Like all Polaris profiles, it is intended as a practical guide rather than a label, something to reflect on, test in daily situations, and use to improve working relationships.

About the Polaris System

The Polaris Profile system combines a proprietary preference questionnaire with a sophisticated AI framework to generate individualised behavioural assessments. Each profile is created through a comprehensive master prompt, developed through extensive research and testing, that instructs the AI on how to interpret the individual's responses, apply psychological theory, and generate personalised insights with consistency and depth.

Unlike traditional personality tools that assemble reports from pre-written text libraries, and unlike generic AI requests that produce surface-level summaries, each Polaris Profile is the result of advanced prompt engineering that ensures professional quality, theoretical rigour, and practical relevance. The system draws on established psychological research, including Jung's theory of psychological types, behavioural dimension theory, and modern trait psychology, synthesised into a practical framework for workplace development.

Every profile is written fresh, reflecting the nuanced interplay of the individual's specific preferences. This approach ensures depth, personalisation, and relevance that goes beyond both standardised assessment reports and casual AI-generated content. The result is a profile that reads as if written by someone who knows the person well, rather than assembled from generic statements.

The Polaris system is designed for practical application in professional settings, helping individuals and teams understand natural preferences, recognise blind spots, and adapt effectively in diverse working relationships. Understanding these differences supports psychological safety by reducing misinterpretation and building appreciation for diverse working styles.

Section 2 - Snapshot Overview

Andrew Red's results put Driving Red first at 89%, with Analytical Blue close behind at 75%. Optimistic Yellow is a moderate presence at 46%, and Reflective Green is his lowest preference at 19%, a minimal presence. On the map, Andrew sits at E5-T3, showing a slight Extraverted orientation, near the centre, and a clear Thinking preference. Red supplies the push and Blue supplies the checking, so speed and rigor often arrive together in him.

Red came out on top in 18 of 25 responses, Blue in 6, and Yellow once. Green never came out on top, and it came last in 15 responses. That suggests Red is his usual starting point, and Blue is what he reaches for when speed alone isn't enough.

Because he sits near the centre on the Extraversion side, Andrew can talk a problem through with people or work it out alone. Others may not know which he'll choose on a given day. A typical pattern: a problem lands first thing, and he may name a fix and write down three steps. He may be on the first one while others are still comparing views. The pause shows up too. When a colleague offers a figure that doesn't add up, he may stop the conversation and ask to see how it was worked out.

Andrew's Red is strongest in results, decisiveness, courage, and pace. Authority sits well below those, meaning he pushes hard for outcomes and makes the call, but doesn't always expect others to fall in behind him. His Blue is strongest in analysis and process, so he digs into detail and builds clear steps. Reasoning sits lower, which means he'll often decide before every piece of evidence is in. Connection and adaptability are the strongest parts of his Yellow, so he warms to people and adjusts easily, though he rarely shows enthusiasm out loud. Even so, Andrew can hold back and listen when something matters to him, because restraint is the strongest part of his Green.

Section 3 - What Drives Andrew

Andrew wants to see a result he can point to. A day where things got decided and finished usually feels good to him, and a day of talk with no outcome may feel wasted. He also wants the result to be right, so a fix that only works on the surface rarely satisfies him.

His Blue adds a second need, which is to understand how something works before he trusts it. He often enjoys digging into a problem until the weak spot shows. His Yellow adds a lift when other people are involved. He warms to the people he works with and adjusts quickly when plans change. His Green appears in one place: he can hold back his own view and listen when the moment needs it.

Problems with a clear goal and a messy middle draw him in. Slow decisions, vague plans, and talk that goes in circles wear him down. He also distrusts appeals that rest on feelings alone, and may find them hard to take seriously.

Recognition matters most when it's about the result and the quality of the thinking behind it. A general "great job" with no detail may feel hollow to him. Praise for being friendly or enthusiastic usually means little.

Andrew tends to recharge by finishing something concrete, such as clearing a list or closing out an open problem. He may get energy from talking a problem through with colleagues one day and from working it out alone the next. Long waits, unclear priorities, and constant check-ins about how everyone feels can drain him. He may not notice his energy dropping until his patience goes first.

Section 4 - How Andrew Comes Across

In meetings and group settings: Andrew tends to speak early and keep it short. He often states a view in the first few minutes, then asks the group what's wrong with it. His tone is firm rather than loud. If a discussion wanders, he may bring it back with a direct question. Some days he thinks out loud and tests ideas on the room. Other days he stays quiet until he's finished thinking, then speaks once.

His communication style: His sentences are short, and they usually lead with the conclusion. Warmth comes through in what he does more than in what he says, and he rarely softens a message with small talk. He often picks up quickly on who is unsure of their facts or hiding a weak spot in a plan. He's slower to notice when a colleague is upset or feeling left out.

In writing: His messages are brief and well organized. Emails often open with the decision, then give the next step and a date. He rarely uses exclamation marks or friendly padding, so a warm tone may be missing even when he feels positive about the person. When he writes at length, it's usually to lay out a full plan or to explain a problem.

In disagreement: When someone disagrees, Andrew often argues the point head-on and expects the same in return. He defends a position with facts and may change it quickly if the other person shows a real flaw in his reasoning. A good reason can move him, while pressure or hurt feelings usually don't. Once the argument is over, he tends to move on without any hard feelings.

How others experience Andrew: One colleague may see a dependable thinker who saves everyone time and never leaves them guessing. Another may see someone cold, who has already decided and isn't listening. Colleagues who like quick answers tend to relax around him, while those who need warmth first may tighten up. Andrew himself may believe he's simply being efficient, which is why the second reading can surprise him.

Section 5 - Collaboration Style

In a group, Andrew may say "let's just do it this way" when members can't settle. He tends to stay across the whole plan, checking how the pieces fit, instead of focusing on one part. When roles are unclear, he often suggests a split of the work.

His independence is only moderate, so he usually welcomes others weighing in on his work. His main role is testing. He looks for weak spots in a plan before it goes out, and the group's thinking usually improves as a result. He gets his own plans checked the same way, and often asks "what did I miss?" before sending anything.

Colleagues can count on him to finish his own part and to say clearly when it's done. A straight account of what's working and what isn't is another thing they can rely on.

When a colleague's work has a problem, Andrew often says so directly and in private, naming the specific error and the fix. He rarely wraps it in praise first. He takes criticism the same way. Specific, reasoned points are likely to land. Vague criticism or complaints about his tone usually get a blank reaction. Praise often goes unsaid, because he assumes good work doesn't need comment.

Friction tends to appear when a colleague gives vague answers or changes position without a reason. He may also get frustrated when a settled point is reopened. Giving him the reasoning along with the point, and saying early what they need from him, usually helps.

Section 6 - Communicating with Andrew

This section gives colleagues practical ways to get through to Andrew. The advice comes from how his mix of Driving Red and Analytical Blue takes in information and responds to others. Each point is meant to be tried in everyday conversations and messages.

Most effective:

- Lead with the conclusion, then give two or three reasons.
- Bring evidence he can check, such as numbers, sources, or steps.
- State the exact request and the deadline in the first message.
- Settle the question being decided before opening the discussion.
- Send the key figures ahead so he can check them quickly.
- Raise problems early and propose a fix alongside each one.

Least effective:

- Burying the main point under background and caveats.
- Vague complaints without a specific example or a suggested fix.
- Taking his blunt questions about evidence as a personal attack.
- Pushing a decision with enthusiasm alone and no reasons behind it.
- Changing numbers or plans without saying what changed and why.
- Expecting small talk or a warm-up before getting to business.

Section 7 - Thinking & Decisions

Andrew tends to break a problem into parts, then work out which part matters most. His analysis runs deep, and he's often absorbed in the detail. Give him a long report and he's likely to read the method and the numbers closely. He may say what he thinks it shows before he's reached the last page. Reasoning is a lower part of his Blue, so he doesn't usually wait for every piece of evidence once the likely answer is clear.

Decisions often come fast when the logic is clean. Courage helps here: he's willing to make a call that may be unpopular if the reasons hold up. He slows down only when a figure or claim doesn't add up, and then he may not move until it's been checked. A call he's worked out alone can arrive quickly. One he's testing with other people may take longer, so his speed can look uneven from outside. Once the facts and the logic line up, he usually commits completely and stops reopening the question.

He plans in writing. A list of steps with dates is typical, and it's often updated the same day something changes. The structure keeps his own decisions steady. The watch-out is that an early call may rest on an assumption nobody has checked, since his reasoning moves ahead of the evidence. A very detailed plan can also look finished to others when he still thinks of it as a draft.

Influencing Andrew's Decisions:

- Show the cost of delay in plain numbers or dates before suggesting a different path.
- Offer one recommended option first, then explain what the alternatives would cost.
- Point to the specific assumption in his reasoning that looks weak, and say why.

Section 8 - Key Strengths

These are the capabilities Andrew's mix of Driving Red and Analytical Blue produces most reliably. The list is a starting point, not the full extent of what he can do.

- Finds the one wrong number hidden in a large set of figures.
- Makes tough calls that others avoid because they may upset people.
- Stays calm and factual when a discussion turns heated.
- Builds quick working rapport with colleagues through shared problems.
- Holds high accuracy standards while still finishing on time.
- Adjusts the plan within hours when priorities shift unexpectedly.
- Takes ownership of a problem early, without waiting to be asked.
- Reads a situation fast and picks the most useful next step.

Section 9 - What the Team Gains

A team works differently with Andrew in it, and this list names those group-level effects. The list tends to grow with experience, and it's worth sharing so teammates know what they can lean on.

With Andrew on the team, the group:

- Keeps a written record, so fewer arguments about what was agreed.
- Prepares its facts before meetings, because questions about evidence come early.
- Shares rough ideas earlier, since his criticism targets the idea only.
- Gets used to short answers, so updates become briefer too.
- Hears a firm opinion early, so quieter members can respond to it.
- Sees fewer meetings end without an agreed next step.
- Learns to bring a fix along with each problem.
- Works from clearer priorities, since he states what matters most.

Section 10 - Blind Spots

Andrew may think of himself as someone who says what's needed once, clearly, and moves on. Others may experience that differently. These blind spots usually grow out of his strengths, which is why he rarely spots them himself. Each is a pattern to check against how colleagues react, not a verdict.

The quietest part of his Red is authority, and it shapes what happens after he speaks. Andrew may say what needs to happen once, assume it's settled, and not look back. He may discover weeks later that nothing moved, then feel let down by something he never followed up. A request he made once, and never repeated, may be forgotten by the person who received it.

His care tends to arrive as action. When a colleague is struggling, he may send a fix, a checklist, or a better plan within the hour. That's real help, but the colleague may have wanted him to listen first. Because he rarely says out loud that he cares, they may feel he cares more about the problem than about them.

His speed with logic can leave others behind. Once Andrew sees the answer, he may skip explaining the steps, assuming they're obvious. On days he's talked things through, colleagues may have heard his reasoning. On days he's worked alone, they may only get the conclusion. He may also read a colleague's hesitation as weak conviction, when they're weighing something he hasn't spotted. Colleagues with a careful concern may stay silent because he has already moved on. A good objection can then go unheard until it's too late.

Section 11 - Contrast Styles

Andrew pushes for an answer in the room, while a Reflective Green colleague holds back until it feels right. Green is his lowest preference, so it's usually the style he finds hardest to read and the source of his most predictable friction. Learning to work with it can turn colleagues who frustrate him into useful ones.

A Reflective Green colleague tends to stay quiet in a group, then share a view privately later. They take time before answering, and they often ask how a decision will affect people before asking whether it's efficient. They may find it hard to say no outright, and they usually remember small details about the people around them.

Andrew may read that quietness as having no view, or as a lack of commitment. He can find "it depends how people feel" too vague to act on. In practice, he may press for an answer in the room with sharper and sharper questions, and end up getting less back, not more.

From the other side, Andrew may seem abrupt. A Green colleague may find his direct questions hard to answer in the moment. They may feel decisions get made before they've had time to think. They may also find his plain feedback hard to take, even when it's accurate.

Working with Andrew's Opposite:

For Andrew: He can ask a quieter colleague for their view one-to-one, or in writing, before a meeting. He can then wait for the answer instead of pressing, and say when a decision is due so they have time to think.

For the opposite type: A Green colleague can give Andrew the conclusion first, then add how they feel about it. They can say plainly when they disagree, even in one sentence, since he treats a clear no as useful information.

What each offers: A Green colleague can warn Andrew early about how a decision may land. Andrew can offer the speed and plain feedback they find hard to produce.

Section 12 - Under Pressure

When pressure builds, Andrew tends to get faster, shorter, and harder to interrupt. These are predictable reactions, not flaws, and they usually appear when too much lands at once or when something he's counting on falls through. Colleagues who notice them early can step in before the bluntness starts to cost relationships.

His Red may narrow. Messages can shrink to a single line, and he may stop asking what others think. He might cut a colleague off with a corrected plan before they've finished speaking. The follow-up that usually comes with his own plans can slip. Lists may stop being updated and progress may go unreported, because he's moving too fast to write it down.

His Blue adds to the strain. Standards tighten, and he may start finding fault in work he'd normally accept. He can become rigid about doing every step in order, even when time is short, and may go cold when his reasoning is challenged. A sudden change with no explanation is hard for him. Without a reason, he may argue against it, or push for a firm decision just to end the uncertainty. Warmth and small talk may disappear altogether.

When this happens: Ask what's most urgent and what can wait, since a clear priority tends to settle him. State any change and the reason for it in two sentences. Agree a follow-up date in writing, because that's the step most likely to slip. Raise any concern about his tone privately, with one specific example.

Section 13 - Growth Opportunities

These suggestions come from patterns in how you work, not from any lack of skill or intelligence. Pick two or three that feel most useful and build them into everyday situations. You tend to learn best by trying something, getting specific feedback, and adjusting, so treat each suggestion as a small test with a clear result.

- Ask one open question before stating your conclusion in a discussion.
- Follow up on requests by a set date, then note the result.
- Explain the steps behind your answer, even when they seem obvious.
- Say one specific thing that went well before pointing out problems.
- Listen to a struggling colleague for five minutes before offering a fix.
- Ask for feedback on tone, not just on content.
- Practice reading a quiet colleague's face and pauses in each meeting.
- Thank colleagues in writing when they catch something you missed.
- Take a short break before replying when a message irritates you.

How to Use This Profile

This profile is a mirror, not a rulebook. It reflects patterns in how you naturally prefer to operate, but you're not limited by them.

Three ways to get value:

1. Reflect individually: Highlight sections that resonate. Note any surprises or blind spots.
2. Discuss with others: Share relevant sections with colleagues, managers, or your team. Ask if they recognise these patterns in you.
3. Revisit regularly: Your core preferences are stable, but how you apply them evolves. Review your profile every 6-12 months as your role or circumstances change.

Remember: Self-awareness is the starting point, not the destination. The real value comes from what you do with these insights.

This profile offers two kinds of change: behavioural change and cognitive (thinking) change.

Privacy

Your Privacy Matters

Your assessment responses and profile are processed securely using AI technology. We collect only your name, email, and questionnaire responses to generate your personalised profile. Your data is encrypted, never sold, and retained for three years unless you request earlier deletion.

You have the right to access, correct, or delete your data at any time.

Questions or data requests: info@polarisprofile.com

Full privacy policy: <https://www.polarisprofile.com//uk/privacy/>

Contact Email: info@polarisprofile.com