



Polaris Profile

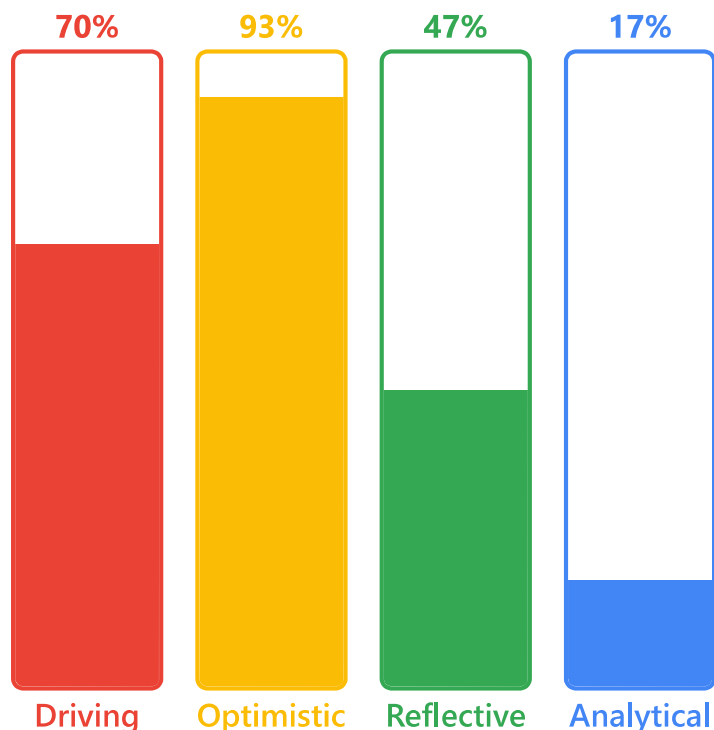
Max Yellow

October 23, 2026

Profile Contents

Your Polaris Chart	2
Your Polaris Map & Jungian Preferences	3
Facet Charts	4
Understanding Your Results	7
Section 1 - Introduction	8
About the Polaris System	9
Section 2 - Snapshot Overview	10
Section 3 - What Drives Max	11
Section 4 - How Max Comes Across	12
Section 5 - Collaboration Style	13
Section 6 - Communicating with Max	14
Section 7 - Thinking & Decisions	15
Section 8 - Key Strengths	16
Section 9 - What the Team Gains	17
Section 10 - Blind Spots	18
Section 11 - Contrast Styles	19
Section 12 - Under Pressure	20
Section 13 - Growth Opportunities	21
How to Use This Profile	22
Privacy	23

Your Polaris Chart

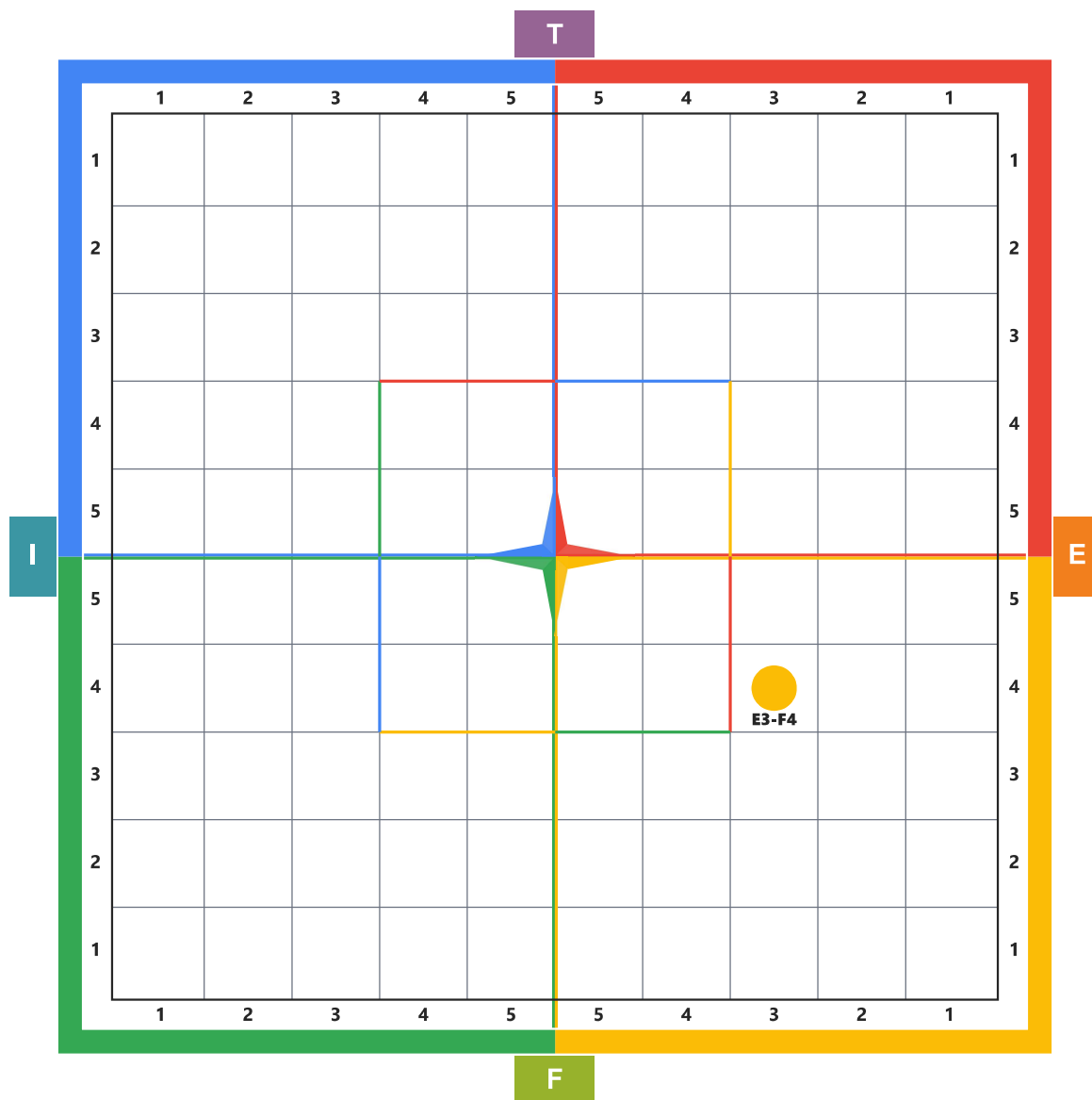


The **Polaris chart** shows the distribution of preferences across four behavioural styles:

- **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



● ● Introversion 26% 74% Extraversion ● ●



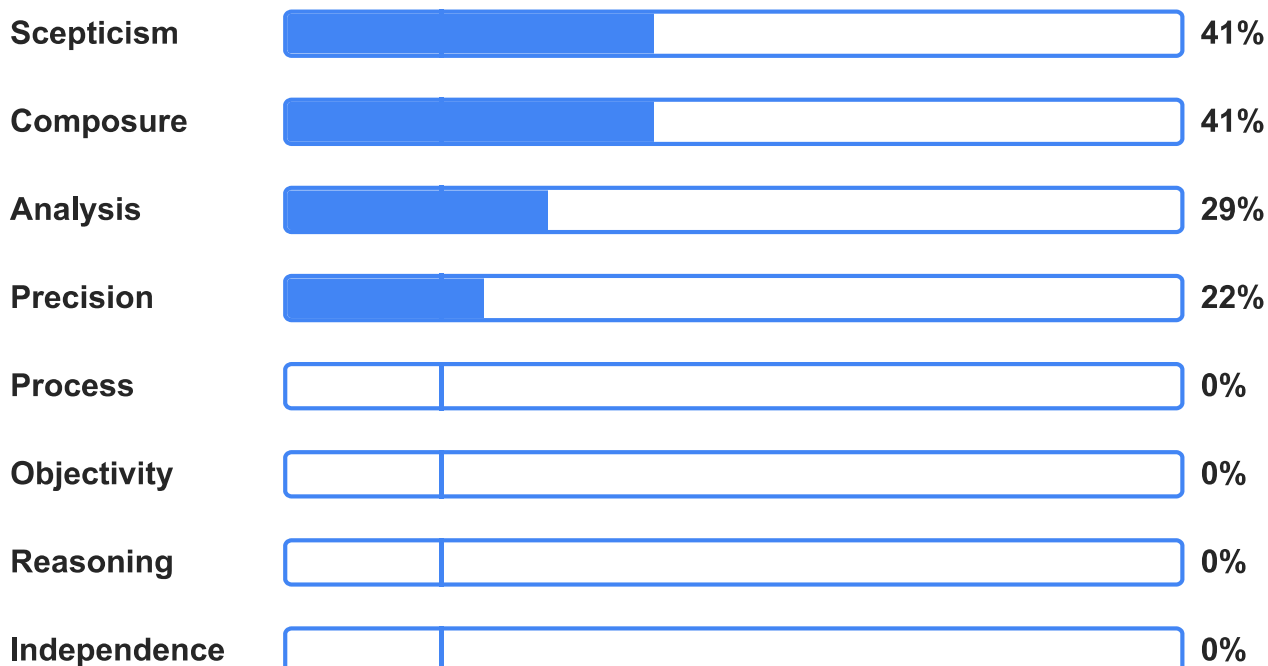
● ● Thinking 37% 63% Feeling ● ●



Facet Charts

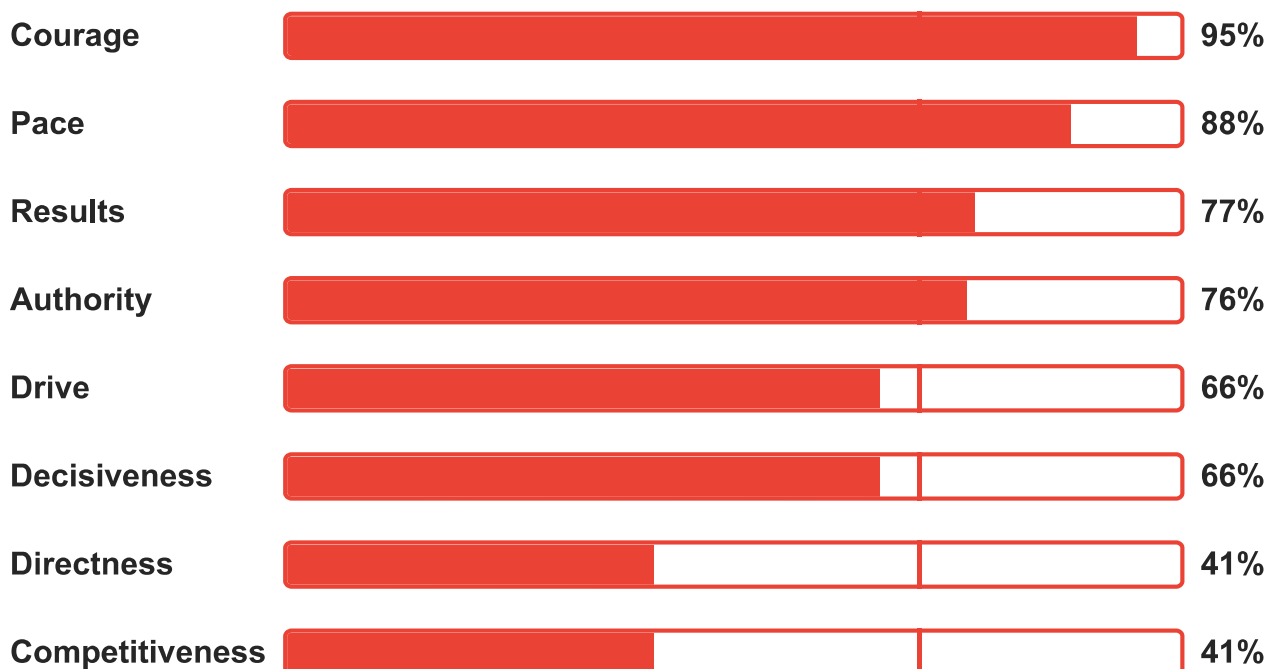
Analytical Blue

17%



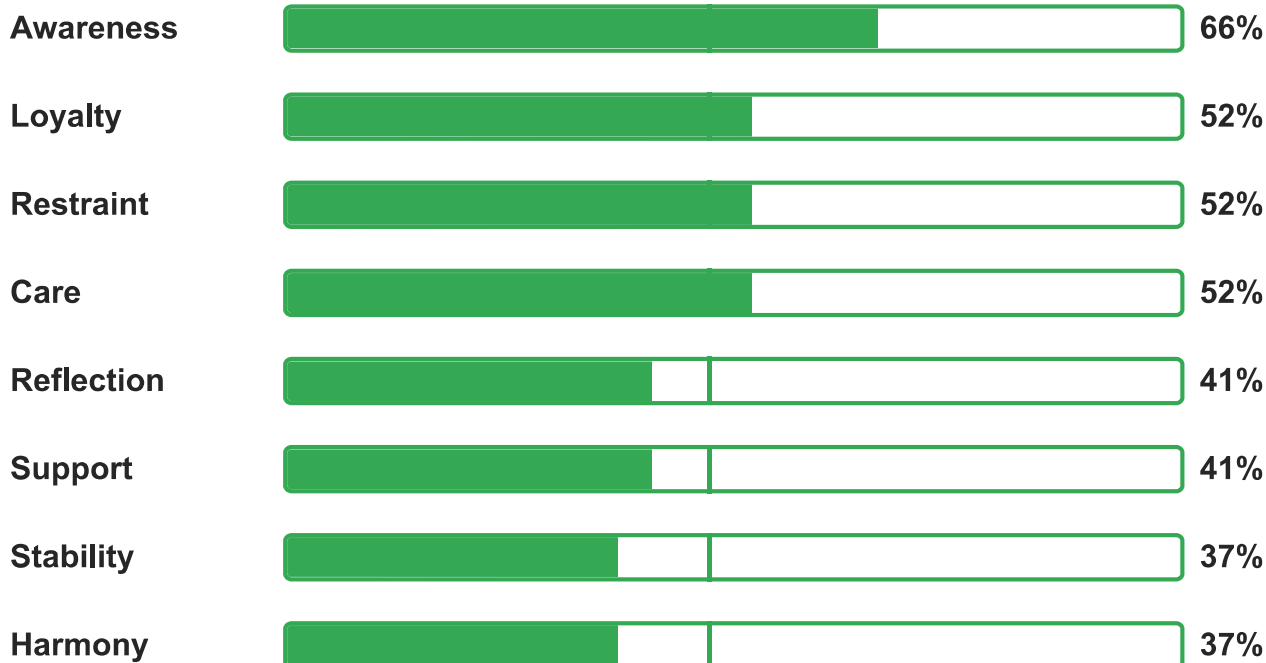
Driving Red

70%



Reflective Green

47%



Optimistic Yellow

93%



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 Max Yellow's responses to the Polaris Preference Evaluator, completed on 23 October 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 Max operates today; others may describe a rawer version of the preference that experience has since refined.

On the Polaris Map, Max's results place him at E3-F4, showing a clear Extraverted orientation and a moderate Feeling 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 Max 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

Optimistic Yellow sits at the top of Max's mix at 93%, which makes it dominant. Driving Red follows at 70%, a strong preference, and Reflective Green at 47% is moderate. Analytical Blue at 17% is his lowest preference and has minimal presence. On the Polaris Map, Max's results show a clear Extraverted orientation and a moderate Feeling preference, placing him in the Optimistic Yellow section. Yellow and Red both sit on the Extraversion side, so he tends to be visible, persuasive and quick off the mark. The Feeling lead is only moderate, which means the Thinking side stays easy to reach. Max can switch between pushing for the result and worrying about how people feel about it.

Yellow came out on top in 18 of 25 responses, Red in 5, Green in 2, and Blue in none. That pattern suggests Yellow is his usual starting point, with Red coming forward in particular situations and Green showing up only now and then.

A typical pattern: someone mentions an idea in passing, and Max may say "let's try it today". He may then ring two colleagues straight away to get it moving. The pause comes when a colleague goes quiet after he's shared something. He may stop mid-flow, ask what they really think, and wait for the answer.

Max's Yellow is very strong in connection, influence and sociability, and runs high through energy, optimism and expression as well. Adaptability sits lower, meaning he loves variety and acting on the spur of the moment, but may be less at ease when a plan he's committed to gets changed on him. His Red is strongest in courage and pace, so he steps into risky or awkward moments early. Directness and competitiveness sit lower, meaning he pushes hard for results but doesn't always say the blunt thing outright, and he cares more about getting the job done than beating anyone. Even so, Max often notices when someone in the group has gone flat. Blue also shows up in two places: he can stay calm when things get tense, and he may question a claim that sounds too good to be true.

Section 3 - What Drives Max

Max wants to get people excited about something and then see it happen. A day full of lively conversations that lead to action feels like a good day to him. He's motivated by being in the middle of things, with people around him who answer back and want to join in.

His Red gives that enthusiasm an edge. Chat alone doesn't satisfy him for long, and he wants to see something come out of it. He also wants people to feel good about how it got done. When the quickest route would leave someone feeling brushed aside, he may hesitate, because both things matter to him.

Green sits lower in his mix, yet Max often notices when someone has been left out or has gone quiet, and it bothers him enough to act. He's drawn to new people, fresh ideas and anything with a bit of risk in it. He may distrust long, careful checking, and people who treat enthusiasm as unprofessional.

Recognition matters to Max when it's said out loud, by a real person, soon after the event. A written thank-you or a formal award may feel nice but hollow by comparison. Success looks like a group that's buzzing and a goal that's been hit. Polite silence after a big effort may feel worse to him than criticism.

Company, variety and short bursts of action seem to keep him going through a long stretch. Long hours alone, the same routine repeated, and slow detailed work may drain him fast. He tends to recover by talking things over with someone, not by going quiet. An evening of solitude may leave him more restless than rested.

Section 4 - How Max Comes Across

In meetings and group settings: Max often speaks within the first few minutes, usually with a story or a joke that sets the mood. He talks to the whole room, using people's names and drawing them in with questions like "what do you reckon?". His hands, voice and face tend to move as much as his words do. Laughter often shows up when he does, and a flat room may lift once he joins it.

His communication style: Max usually speaks in stories and real examples, and he likes to say what he wants early. He may jump in with "yes, exactly" while someone is still finishing, which can feel like warm agreement or like being cut off. He watches faces and tone closely to see how his message is landing, and he may change tack mid-sentence if it isn't. What he can miss is that a nod or a smile isn't always agreement. A colleague can look keen and still have doubts.

In writing: His messages are warm, informal and often longer than they need to be. He may open with a friendly line, add an exclamation mark or two, and put the actual decision somewhere in the middle. Replies tend to arrive fast. A quick call or voice message comes more naturally to him than a carefully built email.

In disagreement: When someone disagrees, Max usually argues out loud, with energy and humour, and looks for common ground quickly. He may agree to a compromise to bring the mood back up. Once the moment passes, he often carries on as if nothing happened. Colleagues who need longer to recover may not feel the same way.

How others experience Max: A talkative colleague may find him easy, funny and quick to get along with. A quieter, more careful colleague may find the same energy hard to keep up with, and may read his quick yeses as promises he hasn't fully thought through. Some people may take his lightness to mean he isn't serious about the work. His light manner can hide how seriously he takes it.

Section 5 - Collaboration Style

In a group, Max usually speaks early and shapes the conversation rather than waiting to fit in with it. He often stays across the whole job, hopping between pieces, and may offer help before anyone asks. When the group drifts off the point, he may crack a joke and steer it back. If a colleague takes the lead, he tends to back them loudly and enthusiastically.

Max's influence often works through people before a meeting starts. He may have a quick word with three colleagues first, so an idea already has support when it's raised. He also connects people who don't usually talk, introducing them with a reason to get on. These small links can change how a group works together.

Max gives praise easily and in front of others. Hard messages are harder for him. He may avoid telling a friendly colleague their work isn't good enough, and offer to "have a look together" instead. Because directness sits lower for him, the point may arrive softly. When he receives criticism, he usually wants to talk it through out loud straight away. He may take it well on the day and quietly turn it over for longer.

Friction can come when Max's talking leaves little airtime for colleagues who prefer to think first. He may feel frustrated by colleagues who stay quiet and don't commit. Colleagues who like detailed plans may find his changes of course tiring.

Colleagues can help by saying the hard thing early and in plain words, with a smile. A short chat before a formal meeting also tends to help him settle.

Section 6 - Communicating with Max

This section gives practical guidance for colleagues. It's based on how Max naturally takes in information and deals with people. Treat it as a starting point and adjust to the situation.

Most effective:

- Start with a quick friendly chat before getting to business.
- Say the main point in the first two sentences.
- Say the hard thing out loud, plainly, with a smile.
- Ask what he thinks early, while his enthusiasm is high.
- Follow up a day later with a friendly nudge on agreed actions.
- Use stories and real examples rather than long strings of figures.

Least effective:

- Sending long written documents with no conversation first.
- Hinting at a problem and hoping he picks it up.
- Treating his thinking out loud as a final decision.
- Correcting him in a flat, serious tone in front of others.
- Making him wait through slow, detailed explanations without a break.
- Going silent after his idea, he may read it as disapproval.

Section 7 - Thinking & Decisions

Max tends to work out what he thinks by talking. An idea forms as he speaks, so a colleague may hear a half-finished thought and take it as a decision. When he later lands somewhere different, it can look as if he changed his mind. In fact he hadn't made it up yet. Building a logic chain on paper, or checking facts one step at a time, comes less naturally to him. His thinking is at its best out loud, with someone to react to it.

Max usually makes a call quickly and fixes it later if it's wrong. He's comfortable with a rough decision, and his courage to commit often carries others along. As he goes, he's weighing two things: what gets the result and how people will take it. Most of the time they agree and he moves fast. When they don't, he may slow down and look for a version that does both. Planning on paper isn't his habit. He keeps the plan in his head and in conversations, and a list may start well and then fade.

His decisions give people something to react to, which gets things moving. The watch-out is checking. He may accept a claim because he likes the person who made it, or because it sounds exciting. Colleagues who care about accuracy may feel his speed leaves little room to test the idea.

Influencing Max's Decisions:

- Talk it through in person first, so he can react out loud.
- Explain how the decision affects people, as well as the result.
- Put key facts in a short summary he can take in quickly.
- Ask him to repeat back what he's agreed, so doubts surface.

Section 8 - Key Strengths

These are the capabilities Max's mix produces most reliably. Think of the list as a starting point, not the full extent of what he can do. Each one is something he does, and each is worth being proud of.

- Builds rapport with almost anyone within a few minutes.
- Gets a hesitant colleague willing to try something new.
- Steps into an awkward or risky moment before anyone else.
- Describes an idea so vividly that others want to join in.
- Bounces back from a setback and talks others into trying again.
- Spots a new opportunity and acts on it straight away.
- Gives praise generously, so people know their effort was seen.
- Keeps several conversations and projects moving with steady enthusiasm.

Section 9 - What the Team Gains

A team works differently with Max in it. This list names those group-level effects, based on how his mix changes the mood and habits of the people around him. It grows with experience, and it's worth sharing so teammates know what they can lean on.

With Max on the team, the group:

- Keeps spirits up through slow, tiring stretches of work.
- Admits mistakes sooner, because the mood stays light.
- Shares half-formed ideas more freely, out loud, in front of others.
- Cools small tensions before they harden into lasting grudges.
- Celebrates wins more often, so progress gets noticed.
- Brings worries into the open before they grow.
- Feels more willing to take a chance on new ideas.
- Stays in touch more easily when people work separately.
- Laughs together more, which makes hard conversations easier to start.

Section 10 - Blind Spots

Others may see things about Max that he doesn't see in himself. Most of them grow out of his strengths, which is why he rarely notices them. Some may fit and some may not, so they're worth checking against how colleagues actually react.

Max may feel that saying something warmly in the moment means it's handled. A promise like "I'll sort that" is sincere when he makes it. Then the detail may slip, because tracking commitments isn't where his attention goes. Colleagues may wait quietly and not like to ask.

His care shows up as warmth, praise and energy. A worried colleague may need him to stop and listen, and he may cheer them up instead. He then moves on feeling he helped, while the colleague feels unheard. Since the Thinking side is easy for him to reach too, he may jump to a quick fix.

Max enjoys acting on the spur of the moment. Being told that a plan he's committed to has changed may unsettle him more than he shows. He may stay cheerful on the surface, then push to rebuild the plan his own way.

He pushes hard for results but is less driven to win credit. He may hand out praise freely and forget to mention his own part. A more competitive colleague may end up with the recognition before he notices.

Section 11 - Contrast Styles

Analytical Blue is the style Max has least of, so it's the one he finds hardest to read. It's also the likeliest source of friction for him at work. This section describes that opposite style as Max may meet it. Learning to work with it can turn frustrating colleagues into useful ones.

A Blue-style colleague often goes quiet in the middle of a lively conversation and then asks "how do we know that?". They may want to read the document before the meeting, not hear about it in the meeting. Their replies can be short and flat, and enthusiasm doesn't move them much. They like to check each step before agreeing to the next.

Max may read those questions as resistance and the silence as disapproval. A long, careful email may look like slowness to him. His usual answer is to talk more, add energy and try to win the person over. That often makes a careful colleague pull further inward. He may keep inviting them to chat and be puzzled when they decline, rather than asking what they need.

A Blue-style colleague may find Max's quick yeses loose and his changes of direction careless. His excitement can feel like pressure to commit before they've checked the details. They may also find it hard to know which of his ideas he's serious about. They may say nothing, which leaves both people guessing.

For Max: He can ask the careful colleague a specific question, then wait for the full answer without filling the silence. He can send the main points in writing before a meeting. He can treat their questions as a sign of interest.

For the opposite type: A Blue colleague can tell him they're still checking and when they'll reply. They can also say which part of an idea they back, as well as which part worries them.

What each offers: Blue offers Max the checking he'd rarely do alone. Max offers them the energy and speed to get an idea moving.

Section 12 - Under Pressure

When pressure builds, Max may get louder, busier and more cheerful on the surface. The changes follow a pattern that people close to him can learn to recognise. They say more about the load than about him. They tend to show up when work piles up or plans keep shifting. Noticing them early gives a colleague a chance to help before small slips grow.

His Red may speed up first. He may push for a decision before the people affected have had a say, and talk over a concern because it feels like a delay. When priorities change suddenly, he may announce a new direction to the group within minutes, before he's worked out what it means for the work already under way.

His Yellow can make the strain bigger, not smaller. He may say yes to every request to keep people happy, then carry far more than he can finish. Follow-through can slip quietly: messages go unanswered, and promised details don't arrive. He may stay upbeat on the outside while worrying about it privately.

What gets left behind is the careful side. He may stop checking facts, stop writing things down, and stop noticing that a colleague has gone quiet. Time alone to think things over is rarely what he reaches for.

When this happens: A colleague can start with a short, friendly one-to-one before raising anything serious. They can ask which two things matter most this week and help him write them down. Naming one specific slipped promise, calmly and without turning it into a judgement of him, usually lands better than a general comment. A few minutes of listening before any advice can also help him settle.

Section 13 - Growth Opportunities

These suggestions are about patterns, not skills or intelligence. Pick two or three that feel most relevant and try them in everyday situations. You tend to learn best by trying something with other people and talking about how it went. Practise with someone you trust, because reading about it alone is likely to stick less.

- Write down what you promised before you leave each conversation.
- Pause after asking a question and let the silence run.
- Ask a quieter colleague to explain their thinking before you respond.
- Check one key fact before you repeat a good story.
- Say the hard thing in the first minute, then soften.
- Tell colleagues early when a changed plan has thrown you.
- Listen to a worried colleague for two minutes before offering fixes.
- Mention your own contribution once, so people can see it.
- Read one document fully each week and note two questions.

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