

INNER WOLVES

PERSONAL DEVELOPMENT REPORTS



Leadership Insights

Prepared for

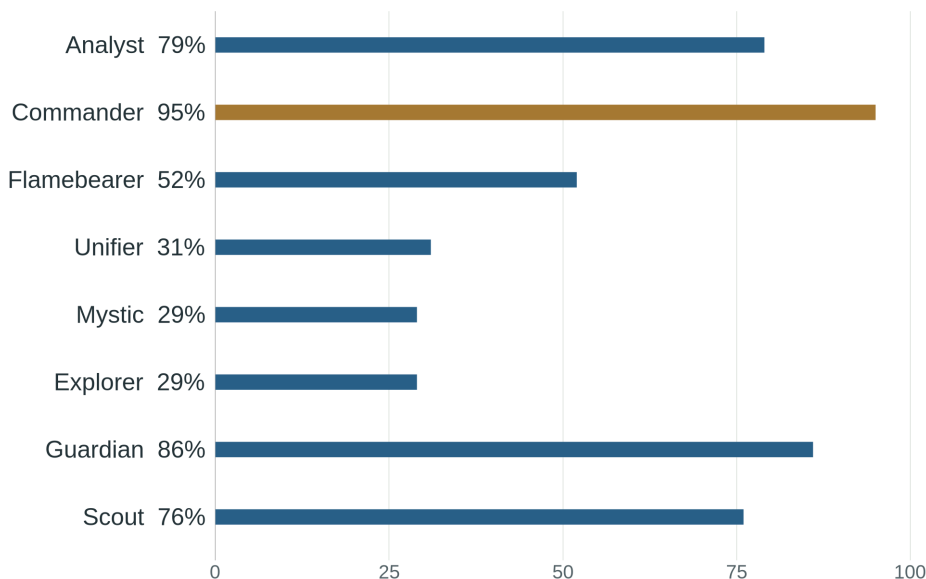
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Presented by Brian Lawrence | Life Trails Consulting Ltd

Personalised cognitive functions insight report

Your profile at a glance

Your Inner Wolves profile



Highest score: Commander (95%).

Lowest score: Mystic, Explorer (29%).

Values are shown on a common 0–100% display scale. Interpretation follows the approved Inner Wolves methodology. Scores are not labelled as population percentiles or measures of skill.

Your companion guide

Use alongside your report for the wider framework.

<https://bit.ly/IWC3ed>

Start with your own experience

Notice what resonates, where context changes the picture, and which insight you would like to explore in practice.

Your leadership narrative

Executive Summary

Your leadership profile is led by a very strong Commander pattern, supported by a strong Guardian pattern, creating a style that is decisive, organised, accountable, and grounded in practical experience. You are likely to lead by setting direction, clarifying priorities, making calls, and expecting work to move towards a clear result, while your Guardian side adds care with detail, continuity, preparation, and respect for what has already been learned. Others may experience you as capable, direct, reliable, and difficult to distract, especially when the situation needs action. Your main strengths are execution, structure, follow-through, standards, and the ability to turn uncertainty into a workable plan. Your central growth edge is to make enough room for other people's thinking and emotional responses before moving to the answer, so that your drive for progress does not unintentionally narrow contribution, reduce openness, or make people feel managed rather than led.

Hero Wolf - Commander

Your Commander pattern, scoring 95, gives your leadership a strong outward focus on results, coordination, and practical movement. You are likely to look at a situation and ask what needs to happen, who needs to act, what decision is being avoided, and how progress can be measured. You may naturally take responsibility when direction is unclear. In a leadership role, this can make you the person who turns a loose discussion into a decision, a list of intentions into an action plan, or a difficult moment into a sequence of next steps. You do not need perfect certainty before beginning. You are more likely to create clarity by engaging with the work, testing what is possible, and adjusting as information improves.

People may experience this style as confident and reassuring when the environment is uncertain. Your willingness to name the issue and move towards a decision can reduce drift. You may be trusted to protect standards, make difficult calls, and keep attention on what matters. At the same time, your speed and directness can be felt differently by people who need more time to think aloud or who place a high value on consultation. A question that feels efficient to you may sound like a challenge to someone else. A quick recommendation may be heard as a final instruction, even when you intended it as an opening for discussion. Leadership impact therefore depends not only on whether you are clear, but also on whether people can see where their contribution still fits.

Your Commander strengths are especially useful when priorities compete, deadlines are real, or responsibility has become blurred. You can establish ownership, separate urgent work from background noise, and ask for evidence of progress without losing sight of the outcome. You may also be good at making standards visible: what good work looks like, when it is needed, and what happens if the agreed approach is not followed. This gives people useful boundaries. To strengthen the benefit, connect every standard to its purpose. Instead of only saying, "This needs to be done by Friday," explain what Friday

protects or enables. That small addition helps people experience your direction as meaningful rather than merely demanding.

The same strengths can become limiting when they are used at full volume in every situation. A strong focus on efficiency can lead you to close exploration too early, particularly when a team is still trying to understand a complex problem. You may correct details before acknowledging effort, solve a problem before asking what others have noticed, or treat hesitation as resistance when it may be a request for context. If people repeatedly receive answers before they have finished thinking, they may stop bringing you early ideas. A useful discipline is to separate the phases of leadership: first gather, then decide, then direct. Set a clear time limit for gathering input, but do not skip it simply because you already have a plausible answer.

Under pressure, your Commander pattern may become more forceful, more impatient, and more tightly focused on control. You may shorten conversations, take work back from others, increase checking, or communicate in commands rather than complete messages. These behaviours can create immediate movement but may weaken ownership over time. When pressure rises, name the pressure without making it someone else's problem: "We have a tight window, so I am going to make the call after hearing two risks from the group." Then state the decision, the reason, and the next review point. This lets you retain pace while showing that your authority is being used deliberately, not reactively.

Supporting Wolf - Guardian

Your Guardian pattern, scoring 86, adds steadiness and practical memory to your strong Commander drive. It helps you notice what has worked before, what could go wrong, which details need protecting, and where a plan may be relying on assumptions. Alongside your Commander, this means you are not only interested in getting somewhere; you are also alert to whether the route is dependable. You may prepare carefully, remember commitments, value consistency, and take promises seriously. In leadership, this can make your decisiveness more trustworthy because it is supported by a strong sense of responsibility and attention to the real conditions surrounding the work.

The Guardian softens your Commander by adding reliability, patience with process, and respect for people who carry operational knowledge. It can help you see that good leadership includes maintaining systems, protecting quality, and making sure change does not create avoidable disruption. You may be particularly effective when a team needs a practical operating rhythm: clear routines, documented decisions, sensible checks, and follow-through on what has been agreed. Your leadership can feel safer when people know that you will remember the details, honour the commitments, and notice when a small issue could become a larger one.

Guardian energy also sharpens your leadership by challenging excitement that has not yet been tested. It asks whether the plan can be sustained, whether roles are clear, whether resources are available, and whether the people doing the work have been prepared. This is a useful counterweight to fast action. Before launching a major change, you can use a short readiness check: what is known, what is missing, what could fail, and who needs support? Keep the check brief and action-oriented. The purpose is not to delay movement; it is to prevent avoidable rework and give your decision a stronger foundation.

The risk is that Guardian caution can become over-protection when combined with a powerful Commander instinct. You may hold tightly to established methods, ask for more proof than the situation requires, or give greater weight to past experience than to new signals. Others may then experience you as resistant to experimentation, even when your intention is to protect quality. There is also a risk of correcting or monitoring too closely because you can see the standard clearly. To keep this pattern useful, distinguish between non-negotiables and preferences. Protect safety, integrity, and essential quality; allow room for people to choose a different route when the outcome remains sound.

Your Guardian is most valuable when it provides a firm base rather than a brake. Use it to create sensible guardrails, not to remove all uncertainty. At the start of a project, define the few conditions that must be protected and the point at which you will review progress. Then give people permission to learn within those boundaries. You can also use your memory of previous problems as questions rather than warnings: “What would make this fail?” or “What did we learn last time that should shape the plan?” This preserves the lesson while inviting fresh thinking. Your leverage point is dependable structure that still leaves people room to act.

Synergy Between Your Hero and Supporting Wolf

At their best, your Commander and Guardian work as a strong leadership partnership. Commander gives direction, urgency, and willingness to decide; Guardian gives preparation, continuity, and attention to consequences. Together, they support a leader who can move quickly without being careless, set high standards without losing sight of practical delivery, and make change feel organised rather than chaotic. You may be at your strongest when a situation needs both a clear call and a reliable method for carrying it through. A useful leadership sequence is: establish the outcome, identify the essential risks, assign ownership, and set a review point.

Under stress, the two patterns can combine into a cycle of intensified control. Commander may push harder for immediate action while Guardian becomes more alert to errors, missed details, and departures from the expected process. You may then provide more instructions, check more frequently, and allow less room for challenge. The team may comply on the surface while becoming quieter, less inventive, or more dependent on you. Interrupt this pattern by asking one genuine question before giving direction, and by naming what is fixed versus what is flexible. That keeps the decisive centre of your leadership while making space for judgement beyond your own.

Functional Balance

Your main-structure Wolves show an Extraverted Commander and an Introverted Guardian. In practical leadership terms, you are likely to gain energy from engaging with the external task: discussing action, coordinating people, testing decisions, and seeing visible progress. You also need an internal, quieter process that draws on experience, checks detail, and considers what has already been learned. Your best rhythm may alternate between outward movement and private consolidation. Avoid making every decision

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in the room simply because you can. For important matters, gather the live information publicly, take a short period to review it privately, and return with a clear decision and explanation.

The Judging–Perceiving balance in your main structure places Commander on the Judging side and Guardian on the Perceiving side. This does not mean you lack structure or that you avoid planning. Rather, it suggests a practical tension between wanting decisions, closure, and measurable progress and wanting to observe conditions, retain flexibility, and respond to what experience reveals. Strong leadership comes from deciding which mode the moment requires. Use Judging when ownership or timing is unclear. Use Perceiving when the facts are still developing or when a new approach needs testing. Tell others which mode you are using so that exploration is not mistaken for indecision and closure is not mistaken for unwillingness to listen.

Your Executive–Integrative balance is represented by Commander as Executive and Guardian as Integrative. You naturally have access to both pushing work forward and absorbing the wider practical context, but the Executive side is stronger. In daily leadership, this may mean you are quicker to ask for action than to pause for reflection. Build integration into your operating habits rather than waiting for it to happen naturally. After a major decision, ask what the team has seen, what the process is teaching you, and what needs protecting. Then turn those observations into one or two adjustments. This makes reflection part of delivery, not an alternative to delivery.

Leadership Expression

Your felt presence as a leader is likely to be purposeful, grounded, and task-aware. People may sense that you notice whether commitments are being met and whether conversations are leading somewhere useful. You can create an atmosphere of seriousness and competence, with a clear expectation that people will take responsibility for their part. The emotional climate may become calmer when others want firm direction, but more tense when they are unsure whether there is room to disagree. Your pace is likely to be brisk, and your standards visible. The day-to-day atmosphere is strongest when your firmness is paired with signs of respect: listening without interrupting, recognising sound effort, and explaining the reason behind a demand.

You can shape the atmosphere deliberately through small repeated behaviours. Start meetings by naming the outcome needed, not just the agenda. During discussion, show when you are still listening by summarising what you have heard before responding. At the end, separate decisions from open questions and confirm who owns each next step. These habits preserve your pace while making the environment more predictable and less intimidating. They also help people understand that high standards are not the same as constant pressure. Your leadership presence becomes more spacious when people know that challenge is welcome before the decision is made and commitment is expected after it is made.

Decision-Making Style

You are likely to make decisions relatively quickly once the practical objective, available evidence, and ownership are clear. You may prefer information that is concrete, relevant, and connected to action rather than extended discussion without a decision point. Logic, efficiency, and consequences are likely to carry substantial weight, while your Guardian adds a strong need to check reliability, precedent, and implementation detail. You may ask, “What will work?” and “What has proven dependable?” before giving attention to more abstract possibilities. This can be a strength in operational settings, but it is useful to identify when the decision also affects trust, motivation, identity, or fairness.

Under pressure, your decision process may narrow. You might rely on familiar methods, make the call with limited consultation, or treat additional information as delay. When the stakes are high, use a simple pause: identify the decision, list the two strongest facts, name the main human impact, and state what would change your mind. This takes little time but protects against tunnel vision. Once you decide, communicate the reasoning at the level people need. They do not need every thought you had, but they do need enough context to act confidently and raise relevant concerns.

Influence and Interpersonal Style

You are likely to build trust through consistency, competence, and follow-through. People may believe you when you say something will happen because you tend to connect words with action. You may influence through clear expectations, practical reasoning, and the credibility that comes from knowing the work. Pushback is probably easiest for you to engage with when it is specific and solution-focused. Vague objections or repeated revisiting of settled decisions may test your patience. To make challenge more useful, ask people to state the risk, evidence, or alternative they are bringing. Then respond to the substance rather than the delivery whenever possible.

Your directness can make you approachable to people who value honesty, but distance can arise if others experience you as too busy, too certain, or hard to read emotionally. In conflict, you may move quickly towards the issue and the fix, while another person may first need acknowledgement that the relationship or impact matters. Try naming both: “The delivery problem needs fixing, and I can see that the way this was raised felt abrupt.” This does not weaken your position. It shows that accountability and respect can sit together. Make regular space for informal contact as well, because trust built only during tasks can feel conditional.

Communication Signature

Your communication is likely to be strongest when it is clear, structured, and connected to a decision or action. You may naturally lead with the point, define the standard, and move to who will do what by when. This is valuable when people are overloaded or a situation is moving quickly. To improve alignment, include three elements consistently: the outcome, the reason, and the degree of choice available. For example, explain what must be achieved, why it matters, and whether people can choose the method. This prevents people from spending energy guessing what is fixed and what can be negotiated.

You may need to adapt your message for people who process slowly, think visually, or need time to connect the decision to their responsibilities. Do not assume silence means agreement. Ask, “What is your understanding of the next step?” rather than “Does that make sense?” Invite a summary from the person who owns the work, and check back at an agreed point rather than monitoring continuously. When communicating change, repeat the essential message in more than one form: say it in the conversation, record the decision, and restate the first action. This supports clarity without requiring you to over-explain everything.

Flexing Your Other Wolves

Your Analyst, scoring 79, can serve as your quality and reasoning partner. Use it when a decision is technically complex, when assumptions need testing, or when a confident group is moving too quickly. Ask for definitions, evidence, dependencies, and the reasoning behind proposed solutions. In leadership practice, set a visible time limit for analysis so that it strengthens action rather than replacing it. Your Analyst is especially useful for reviewing a decision after the fact: what did we believe, what happened, and what should we change? Its risk is becoming overly critical or detached from practical and human consequences, so finish analysis by naming the action and the people affected.

Your Scout, scoring 76, can help you lead from direct observation and present reality. It supports attention to what is happening now rather than only what plans or reports say should be happening. Use it by visiting the work, asking frontline questions, noticing actual behaviour, and testing assumptions in small ways. When a problem is urgent, Scout energy can help you respond decisively to immediate facts. Its risk is overvaluing the visible or immediate issue and underestimating longer-term effects. Pair it with your Guardian by asking what this observation means for the system, and with your Commander by turning the insight into a clear next step.

Your Flamebearer, scoring 52, can give your leadership a stronger connection to personal values, meaning, and integrity. It helps you ask not only whether a decision is efficient, but whether it is consistent with what you stand for and what you want people to experience under your leadership. Make this practical by identifying the principles that are non-negotiable and explaining them when choices are difficult. Flamebearer is also useful for protecting your own motivation when responsibility becomes

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heavy. Its risk is holding values privately or assuming others see their importance without explanation. Put the principle into plain language, and show how it affects behaviour.

Your Unifier, Explorer, and Mystic are lower-scoring patterns in this profile, each at 31, 29, and 29 respectively. You can still flex them when the leadership situation calls for it. Use Unifier to attend explicitly to morale, belonging, and the emotional temperature of the group: ask who has not been heard, acknowledge the impact of change, and repair tension early. Use Explorer to generate alternatives before choosing one: invite three different approaches, speak with people outside the immediate group, or run a small experiment. Use Mystic to step back from immediate activity and consider the deeper direction, emerging pattern, or longer-term consequence. None of these modes needs to become your default. Treat them as deliberate leadership tools that widen your view before your Commander and Guardian return to decide and deliver.

Closing Reflection

Your development opportunity is not to reduce your decisiveness or lower your standards; it is to make your leadership broad enough that people can contribute before you close the path forward. Keep using your Commander to create movement and your Guardian to make that movement dependable, while deliberately inviting analysis, present-moment observation, values, relationships, alternatives, and longer-term perspective when the situation needs them. A useful question for you is, "What does this moment require from me besides a decision?" Sometimes the answer will still be a firm call. At other times it will be listening, reassurance, exploration, or a pause. The more consciously you choose that response, the more your authority will create both results and genuine ownership.

Your next leadership experiment

The situation I want to work with

The pattern I notice

The behaviour I will practise

What I will look for

When I will reflect

Your development map

Use these questions to connect the report with a real situation. Write a few words beneath the prompts that matter most to you.

01 Which Wolves are ready for deeper development right now?

Consider your mid-range Wolves and those that feel underutilised or misunderstood.

02 How are your Hero and Supporting Wolves showing up in real life?

Are they working in harmony, or is one overpowering the other?

03 What role do your mid-range Wolves play in everyday leadership?

Could one of them step forward more intentionally?

04 When it comes to your lowest-scoring Wolves, develop or delegate?

What would you like to grow, and where could collaboration help?

05 How integrated does your whole Council feel?

Are you drawing on your full range, or leaning too hard on a few trusted Wolves?

06 Where in life or work do you feel off-balance?

Which Wolf's voice is missing, and how could you invite it in?

About your report

The Inner Wolves Model is a personality framework inspired by Jungian psychology. It translates eight core cognitive functions into relatable archetypes – your Inner Wolves. Each Wolf reflects a distinct way you take in information, make decisions, and engage with the world around you.

This framework is about recognising the strengths already within you and identifying areas for growth. Your leadership is a living, evolving story.

Educational and developmental use

Inner Wolves is grounded in Jungian cognitive function theory and designed for educational and developmental use only.

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