



P×E Leadership Profile

Where personality meets environment

Jordan Ellis | ID R001 | 2025-01-15 | Age 44

CURRENT ARENA

Cultivated

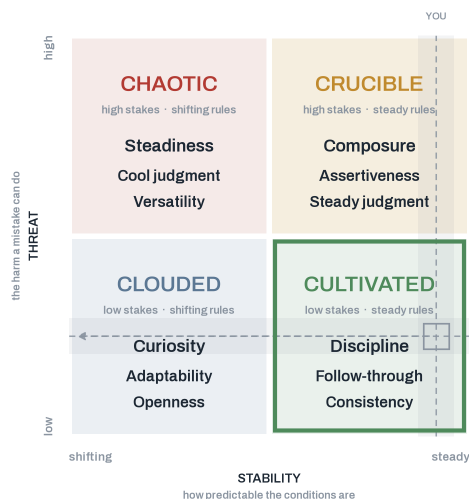
STRONGEST FITS

**Cultivated /
Crucible**

VERDICT

Strong fit

Your traits sit between the Cultivated and Crucible arenas, so no single one is a clear fit. Read the placement as a matter of degree.



WHY

You fit the Cultivated arena because the traits it rewards are the ones you have: high Agreeableness and low Neuroticism.



ABOUT THIS SCREENING

This is a developmental self-report snapshot, not a clinical or hiring instrument, and should not be used for selection, promotion, or performance decisions. It scores your Big Five against age-adjusted general-population norms, and the four-arena model and its fit bands are our working framework, not a meta-analytic result. Treat it as a well-founded starting point for a conversation, not a final verdict.



The Two Axes: Threat and Stability

Before the model looks at your traits, it measures your environment, because a trait that helps you in one setting can hurt you in another. Two questions decide the setting: the harm a mistake can do, and how predictable the conditions are. Job title and industry do not tell you. The same job can be low-stakes and steady one year, then high-stakes and unpredictable the next.

AXIS 1 · THREAT

the potential for harm from a mistake

Threat is the potential for harm from a mistake or a delay. That harm can be physical, financial, legal, reputational, or a lost job. It rises as the consequences grow more severe and more likely, as the time to respond shrinks, and as a bad decision gets harder to reverse.

The environment sets the threat, which is what E1 measures, and the leader reads it. That reading is shaped by Emotional Stability, the low end of Neuroticism. A leader lower in it often catches danger early but can overweight a weak signal; a more stable leader stays composed but can miss real danger. The advantage is an accurate read, not calm by itself. A leader can also raise the real threat for others: punish disagreement, or change expectations without warning, and honest reporting now carries a cost that is part of the job.

AXIS 2 · STABILITY

how predictable the conditions are

Stability is how consistent and predictable the conditions are over the period you are judging. It is high when past experience still guides you and the things you depend on hold: relationships, tasks, schedules, outputs, and briefings. It drops when conditions change fast, or when the direction of change is hard to predict. Speed alone is not the point. Predictable seasonal swings are still stable, while slow change with an unclear direction is not.

Stability sets the useful life of what you know, which is what E2 measures. High stability rewards expertise and standard procedures, because the same patterns recur and the feedback is accurate enough to learn from; low stability rewards adaptability, because assumptions expire and you have to learn before you can optimize.

Cross the two axes and you get four arenas. The next page shows all four and the traits each one rewards.

THE FOUR A'S OF FIT

This report works through four steps. Your Athlete is how you naturally operate. Your Arena is what your setting demands. The Alignment is where the two reinforce or obstruct each other. The Adaptation is what to change, in you or around you.



The Four C Arenas

The two axes cross to make four arenas, and each one is named with a C so the set is easy to hold in mind: Cultivated, Clouded, Crucible, and Chaotic. Your traits fit some of them better than others.

Chaotic

high stakes · shifting rules

The stakes are real and the rules keep changing.

Rewards steadiness, judgment under shifting high stakes, and the ability to rebuild the plan quickly without panicking.

Looks like a company in a turnaround and a startup scaling in a volatile market.

Crucible

high stakes · steady rules

Failure is costly, but the way to do the work is known and everyone knows their role.

Rewards composure under pressure, assertiveness, and judgment that holds when it counts.

Looks like an emergency room and a surgical or trauma team.

Clouded

low stakes · shifting rules

The rules keep changing, but a wrong move is recoverable.

Rewards curiosity, adaptability, and a tolerance for the unproven.

Looks like early-stage R&D and a startup still searching for its model.

Cultivated · YOU ARE HERE

low stakes · steady rules

The rules hold steady.

Rewards discipline, follow-through, and building systems that pay off over time.

Looks like an established operations or finance function and a mature product line.

SAME WORKPLACE, DIFFERENT ARENA

Your arena is set by the state of the work right now, not the job title, so one workplace can move between arenas. A fully staffed emergency room with settled protocols is a Crucible; short-staffed, with rules changing weekly, the same ER turns Chaotic. A product team on a settled roadmap is Cultivated; after a pivot, priorities shifting and the model unproven, it turns Clouded.

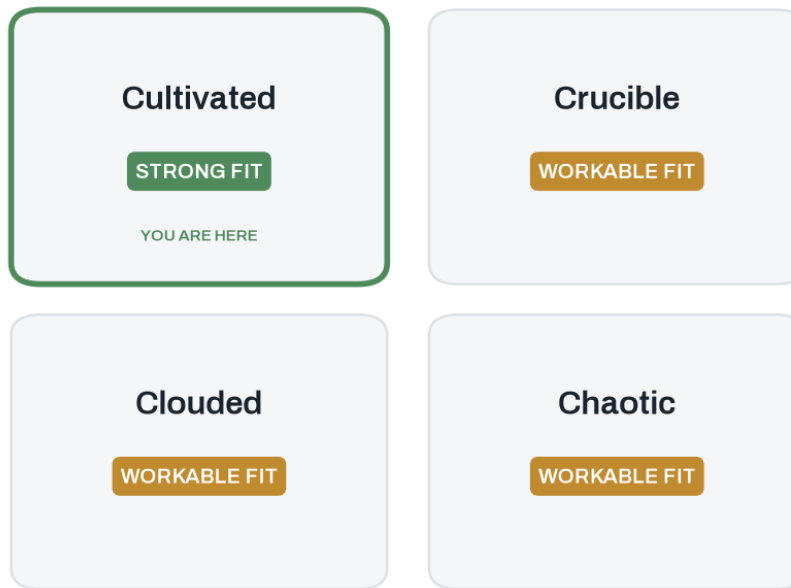
WHERE THIS COMES FROM

The stability axis draws on the environmental-dynamism research, where how stable or shifting an environment is drives most of its uncertainty (Duncan, 1972; Dess and Beard, 1984), with items adapted from validated perceived-dynamism scales (Miller and Friesen, 1983; Jansen et al., 2006). The threat axis is a P×E construct drawing on organizational munificence and job-demands research (Dess and Beard, 1984; Bakker and Demerouti, 2007); its items are author-written and not yet independently validated. The four-arena crossing is a proposed synthesis, not an established taxonomy. Your arena reflects how the work looks to you, gathered by self-report, not an objective audit of your organization.



How You Fit All Four Arenas

Your traits are not good or bad on their own; they fit some settings and fight others. The same profile, scored against all four arenas:



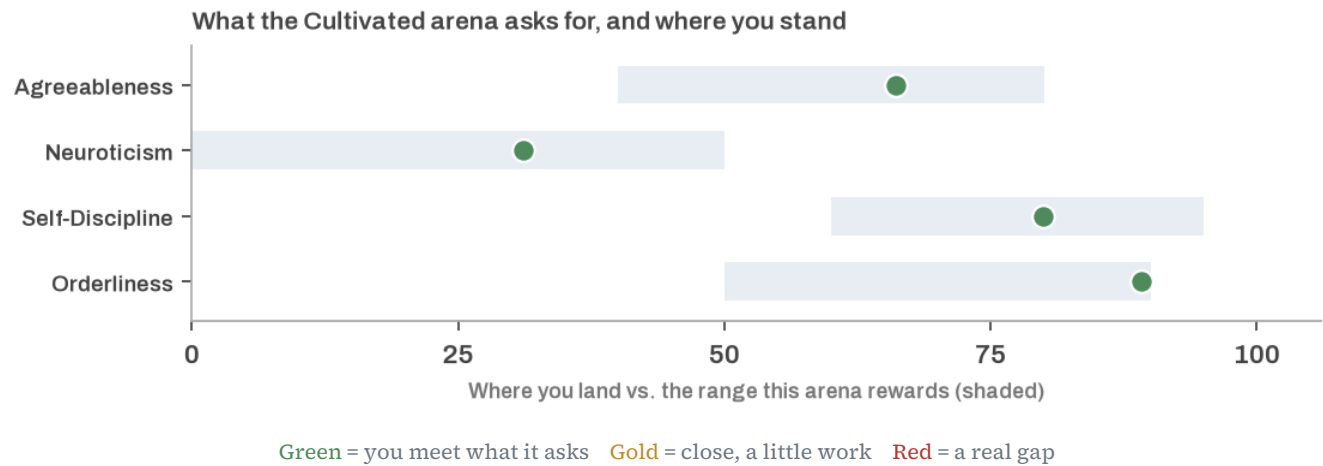
Strong fit: most of what the arena rewards lines up. Workable fit: a solid share lines up, the rest closes with effort. Poor fit: the combination creates real friction.

WHAT THE PATTERN MEANS

Jordan Ellis currently sits in the Cultivated arena, where the traits are a strong fit. The grid above shows the same profile scored against all four arenas. This is a high-specialization profile. The same traits that make you a strong fit for the Cultivated arena are the ones that expose you in Crucible, Clouded and Chaotic. A move to Crucible would take real development on Vulnerability: under that arena's demands, those strengths in your current arena turn into gaps.



Why the Cultivated Arena Asks More of You



WHERE YOUR TRAITS HELP

Agreeableness (average). Sits right where Cultivated wants it, so you keep people with you.

Neuroticism (average). Sits right where Cultivated wants it, so you stay level when the pressure spikes.

WHERE YOUR TRAITS HURT

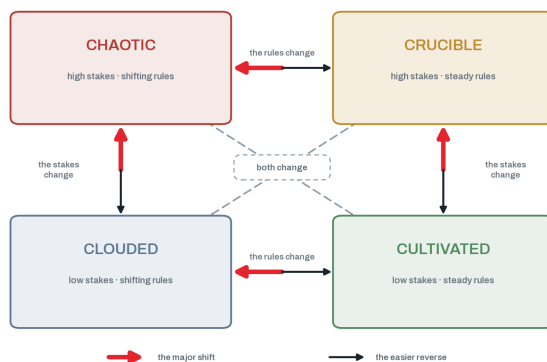
Nothing in the Cultivated arena's core asks reads as a gap. The work is to hold the fit, not close it.

How this was scored. Your traits come from a screening subset of the IPIP-NEO (Johnson, 2014), against age-adjusted norms. Each arena grades the traits it rewards on a weighted fit score: a clear shortfall reads a poor fit, a partial one a workable fit, a match a strong fit. The bands are research-based but calibrated by us, so treat this as a starting point, not a final verdict.



Moving Between Arenas

Your arena is not a fixed address. Careers move people between arenas, and the same job can change arena underneath you. Each move is a shift on one of the two axes, or on both at once.



Solid moves change one axis; the dashed diagonals change both and are the hard jumps, best made one axis at a time through an arena next door.

PREPARING FOR A BIGGER ROLE

A step up in scope usually moves you toward a harder arena. Higher stakes and lower predictability place greater demands on attention, working memory, and emotional control. Under enough stress, people tend to narrow their attention and fall back on familiar responses, which is exactly what a harder arena works against.

The next arena: a bigger role usually sits in a harder one — more threat, less stability. The full profile maps where your next step would land you and what to build before you get there.

YOUR MOST LIKELY MOVE

The shift	Holding Cultivated
New demands	Keep meeting what Cultivated rewards: more consistency, sustained follow-through, and systems that improve through repetition
Your moves	Lock in the systems that already work, then stabilize decision rules, define review points, and separate necessary experimentation from needless churn

RESOLVE THE QUESTIONS THIS SCREENING OPENED

Free with the mailing list · about 12 more minutes · delivered by email

Get the full profile, free: summaryleadership.com



scan to start