



NEO PI-R Primary Colours

Leadership Report

■ Sample 1

ID 180-272
Date 30/09/2013

HOGREFE



OVERVIEW

The Primary Colours Leadership Report

- Introduction

 - The NEO Personality Inventory*

 - The Primary Colours Leadership Model*

 - Key things to remember when reading your report*

 - Structure of this report*

- Section 1: A snapshot of your leadership appetite, contribution and effectiveness

 - 1.1 Your appetite for taking the lead*

 - 1.2 Your leadership contribution*

 - 1.3 Your likely effectiveness as a leader*

- Section 2: Your personality and leadership

 - 2.1 Setting Strategic Direction*

 - 2.2 Creating Alignment*

 - 2.3 Planning and Organising*

 - 2.4 Building and Sustaining Relationships*

 - 2.5 Team Working*

 - 2.6 Delivering Results*

 - 2.7 Leading*

- Section 3: Next steps

The Primary Colours Leadership Report

Introduction

This report aims to enhance your understanding of how your personality helps and hinders you in developing leadership competence. It explores your appetite for leadership, the style of leadership thinking to which you are temperamentally most suited, and how aspects of your natural style can increase or reduce both your general effectiveness as a leader and your potential effectiveness in dealing with specific leadership tasks.

The report has been jointly created by Hogrefe Ltd and the Edgecumbe Consulting Group. Hogrefe is the publisher of the UK version of the NEO PI-R. The Primary Colours Leadership Model was created by David Pendleton and is a registered trademark of the Edgecumbe Consulting Group.

The NEO Personality Inventory

Personality is mainly genetic but can be influenced by environmental events. By adulthood, it is fairly well established and is unlikely to change much as you get older. The personality questionnaire that you completed is known as the NEO PI-R. It is one of the most valid, rigorous and globally accepted personality metrics on the market. It measures the five broad factors that underlie personality:

- Extraversion – the amount of energy you direct outwards into your environment and your need for external stimulation
- Emotional Resilience – how much pressure you feel and your level of emotional stability or reactivity
- Openness – how open you are to new experiences of various kinds
- Agreeableness – the role you adopt in relationships; how receptive you are to the perspectives of others
- Conscientiousness – your strength of purpose and drive to goal accomplishment.

Each of the five factors comprises six personality traits; hence there are thirty personality traits in total. These traits are generally acknowledged to be the building blocks that influence how people typically behave: their attitudes to themselves and other people; how they typically understand the world and operate within it; how they arrive at decisions; how they deal with people and tasks; and their pattern of emotions. Throughout the report, we have compared your scores on the different personality traits with 'ECG Corporate 2012'. Thus your report will give you a sense of how your personality compares with this group.

The Primary Colours® Leadership Model

To help make sense of your personality data from a leadership perspective, the Primary Colours® Leadership Model (Pendleton & Furnham, 2012) has been used as an organising framework. Edgecumbe's research and consulting experience of working with leaders over more than twenty-five years indicates that there are three domains in which leadership operates: the strategic, operational and interpersonal domains.

These domains can be likened to different parts of the human body:

The **strategic** domain is the head: it makes sense of what is going on, envisages the organisation's future and creates plans to take it forward.

The **operational** domain represents the hands and legs: it gets things done, achieves results and drives the organisation forward. Its principal capability is determination or willpower.

The **interpersonal** domain is the heart: it is where feelings reside and relationships are maintained. Its principal capability is the ability to form and sustain relationships: it is occasionally called emotional intelligence.

Within and overlapping these domains are seven tasks that leaders are typically required to do:

- Setting Strategic Direction – defining the purpose and direction of an organisation, the unique activities which the organisation will carry out, and/or unique approaches to delivering those activities. This involves deploying either deductive, analytical processes, or creative and inductive processes, to address longer-term and organisation-wide issues. Strategic thinking also concerns radical and original thinking and sound analysis of contextual issues in addressing the organisation's future.
- Creating Alignment – securing understanding of and commitment to the organisation's vision, mission and strategy. The same task may also relate to the building of commitment to programmes and initiatives. This is a matter of influence and persuasion whether individually, in teams, or in larger groups.

The Primary Colours of Leadership



Pendleton (2003)

- Planning and Organising – putting in place structures, plans and processes that keep people focused on priorities and clear about how to deliver the organisation’s goals. This includes establishing and using follow-up and review processes and mechanisms for dealing with unexpected events, balancing the integrity of the plans and processes with flexibility in the face of potential threats.
- Building and Sustaining Relationships – forming robust and effective relationships with all key stakeholder groups. This includes building and maintaining trust, credibility and goodwill.
- Team Working – working well and getting things done in teams. Teams include hierarchical teams of manager and subordinates, peer groups and ad-hoc working parties, and project teams. At a senior level, this task includes creating and disbanding teams and helping them work effectively.
- Delivering Results – driving individuals, teams and organisations to deliver the results they need to achieve. This involves overcoming opposition and injecting pace and urgency into performance. It has a hard edge of insistence and assertion and a strong will to succeed.
- Leading – creating the conditions for the organisation, teams and individuals to succeed. Leadership may be demonstrated through: inspiring confidence, trust and commitment; focusing efforts; enabling individuals and groups; reinforcing the right behaviours; and helping individuals and groups to learn. Leading is most importantly ensuring the right leadership contribution is made in the current and changing circumstances. This may well involve allowing others to take a lead when their leadership abilities in a specific area are stronger than one’s own.

Key things to remember when reading your report

Particular personality characteristics are helpful for some tasks but potentially unhelpful for others; for example, being caring and easy-going facilitates relationship building but may create a barrier when a leader is required to manage poor performance, an important aspect of delivering results. Take a moment to think about heptathletes. They have to run, jump and throw in seven events and their training causes them to compromise their running for their jumping, their jumping for their throwing and so on. The consequence is that seldom is a world record held in any one of the seven events by a heptathlete. The exception is the long jump but that is already the fusion of two of the seven events (running and jumping). To put it more memorably: consider the duck. Ducks can walk, fly and swim, but they do none of these things very well. If you try to excel at all the tasks of leadership, you are unlikely to excel at any. This report will help you to identify areas in which you are naturally likely to succeed and areas in which you may require some support.

However, it is important not to view your personality as a constraint to your leadership; rather, view it as a set of characteristics that naturally dispose you to some tasks more than others. That’s not to say that you can’t develop in areas to which your personality is not well suited, but this is likely to require deliberate effort; for example you may not be naturally creative, intellectually curious or able to step back and see the bigger picture (characteristics that are all helpful for setting strategic direction) but

your strategic contribution could be enhanced by increasing your knowledge of the market and enhancing your analytical skills. You may find it helpful to think of personality as the hand of cards that you have been dealt. How you choose to play those cards is up to you. You can develop skills that help you to play your cards in the way that suits you best. Another tactic is to work closely with those who are better suited, personality-wise, to areas of leadership to which you are less well suited. This will then give you the space and time to focus on areas where you are naturally likely to do well.

Decades of leadership research by Gallup have consistently found that the most effective leaders are seldom complete but the most effective leadership teams are. Leadership is a team sport; individually team members have a unique contribution to make but it is only through collaboration and team complementarity that impact is strongest. Creating a leadership team approach will enable you to play to your own strengths and 'outsource' weaker areas to other team members.

Structure of this report

The report has three sections:

Section 1: A snapshot of your leadership appetite, contribution and effectiveness

Analysing your scores on the five factors of personality, we can give an indication of how strongly oriented you are to leadership, the leadership contribution your personality is best suited to, and the way your personality may increase or reduce your effectiveness as a leader.

Section 2: Your personality and leadership

We discuss the extent to which your personality predisposes you to becoming effective in performing the seven leadership tasks contained within the Primary Colours Leadership Model, and how well you are likely to cope with pressure and the stresses and strains of leadership.

Section 3: Next steps

Here we encourage you to consider the implications of your personality for you as a leader, for the teams in which you work, and for your organisation.

Section 1: A snapshot of your leadership appetite, contribution and effectiveness

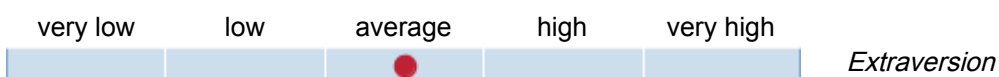
In this section, we look at how aspects of your personality influence three broad aspects of leadership. These are:

- Appetite – natural inclination to take the lead (irrespective of actual leadership capability)
- Contribution – the kinds of leadership thinking and information processing that come most naturally
- Effectiveness – how operational style and patterns of emotions help or hinder accomplishment of results.

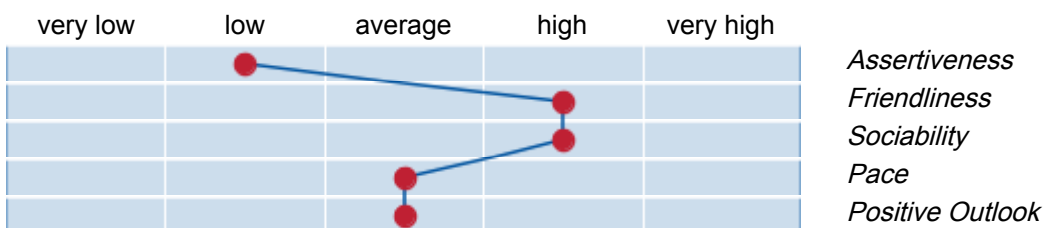
1.1 Your appetite for leadership

‘Appetite for taking the lead’ is here defined as the temperamental predisposition to engage in behaviours which place one at the centre of activities. Higher frequencies of such behaviours tend to be associated with higher levels of extraversion. However, having an appetite for taking the lead does not in itself imply leadership effectiveness. Indeed, recent research (Grant et al., 2011) suggests that the relative impact of extraverted and introverted leadership styles on group performance is mediated by the characteristics of the people being led. For this reason, after reading the following analysis of your level of extraversion and what drives it, you may find it useful to reflect on the following:

- With what sorts of people and in what situations might it be advantageous to hold back more than usual?
- With what sorts of people and in what situations might it work better for you to take a more central role than usual?



Your overall score on extraversion is within the average range. The manner in which this impacts on your leadership style will depend on how you invest your energy in the external world: how you channel it in terms your interpersonal focus, pace of activity and positive attitude.



Investing energy in the interpersonal arena is important since leaders must work with and through

people to achieve results. You enjoy being in lively social environments and engaging with people on a personal level although you tend to hold back from expressing your own views and opinions, perhaps prioritising the establishment of positive interpersonal relationships over taking control and directing outcomes.

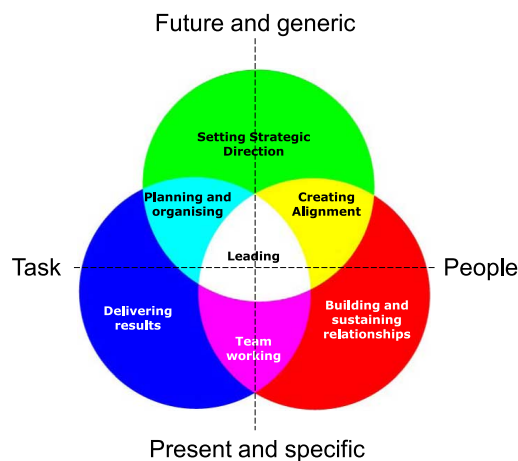
Personal energy is also important in leadership. Your responses suggest that your pace of work, action orientation and sense of time urgency are at a typical level compared to the reference group used to interpret your results. You are likely to be as fast paced and action oriented as most.

Demonstrating a positive attitude as a leader is integral to motivating the people you are leading. Your responses suggest that you are generally 'can-do' in your attitude and optimistic about what can be achieved but not overly so; you are likely to impact on others as 'realistically' positive.

1.2 Your leadership contribution

The Primary Colours Model can be cut according to two dimensions which help to highlight your leadership contribution:

- Future/generic (high openness) vs. present/specific (low openness)
- Task orientation (low agreeableness) vs. people orientation (high agreeableness).



Pendleton (2003)

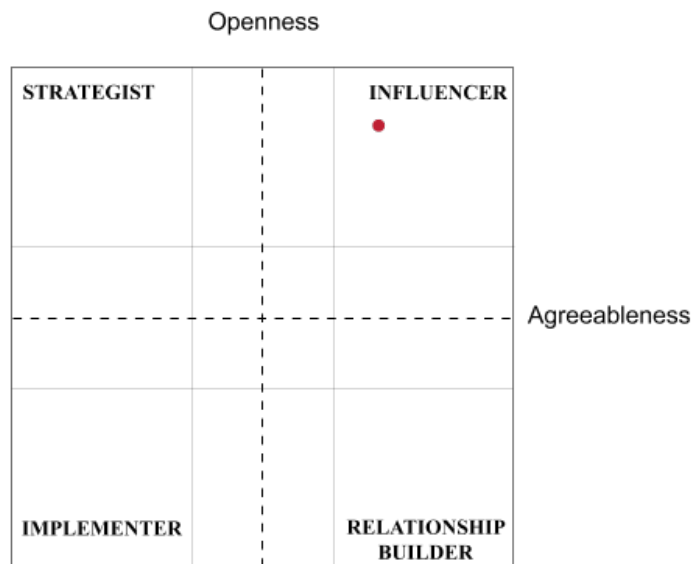
This suggests that there are four different types of leadership contribution: the Strategist (high openness and low agreeableness), the Implementer (low openness and low agreeableness), the Relationship Builder (low openness and high agreeableness) and the Influencer (high openness and high agreeableness).

- The Strategist looks to the future, challenges the status quo and is typically creative, long-term focused and 'big picture' in outlook.

- The Implementer is delivery oriented, focuses on achieving today’s results, challenges others to deliver and injects pace and urgency into performance.
- The Relationship Builder is people oriented, seeks to build networks and communities, and tends to form relationships easily.
- The Influencer looks to the future, remains conscious of the strategy for the business and uses interpersonal skills to persuade and influence others to secure their buy-in and commitment to the strategy.

The combined influence of two of the five broad personality factors (openness and agreeableness) gives an indication as to which of the four types of leadership contribution your attitudinal style is most suited for. If you are high on openness, this suggests that you have broad interests, that you like to explore novelty and that you are oriented towards the big picture. Low openness suggests a stronger focus on the present with a preference for pragmatic details and tried and tested methods.

The agreeableness domain adds to the insights provided by your score on openness by giving an indication of the extent to which you involve other people in your decision-making. Highly agreeable individuals focus on others. They take account of the perspectives and concerns of other people. People who score low on agreeableness tend to be less concerned with consensus. They take less account of the perspectives and concerns of others, tending to arrive at independent decisions based on their own tough-minded analysis.



Broadly, your attitudinal style is best described as progressive and people oriented. You combine openness to experience with a readiness to take account of the opinions and concerns of other people. Your level of openness suggests that you are interested in the potential inherent in new opportunities. Your level of agreeableness suggests that engagement and communication within the

team is important to you.

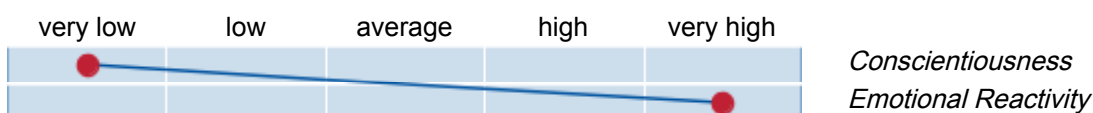
Your attitudinal style shows most compatibility with the leadership contribution of the **'influencer'**. The extent to which you actively contribute as an influencer will further depend on other aspects of your personality, such as the energy you bring to your interpersonal relationships and how you channel your energy into accomplishment. The way in which these other aspects of your personality impact on your contribution as an influencer is explored in more detail in Section 2 of this report. The tasks of particular relevance to the leadership contribution of the influencer are 'Setting Strategic Direction' and 'Creating Alignment'. Section 2 also discusses how your personality supports you in achieving each of the other five leadership tasks delineated by the Primary Colours Model.

1.3 Your likely effectiveness as a leader

We can get a sense of how effective a leader you are likely to be by considering how conscientious you are and how emotionally resilient or reactive.

Conscientiousness is the differential between the potential to achieve and actual achievement. Highly conscientious leaders have a strong sense of purpose and are driven to accomplish results. Low conscientiousness is associated with lower levels of accomplishment. Being conscientious, in the sense defined and measured here, is not just about 'putting in the hours' or approaching tasks in a systematic way. It is also about being oriented to particular goals, wanting to succeed and having self-belief. In these ways, high levels of conscientiousness can enhance your effectiveness as a leader.

Emotional resilience or reactivity indicates a person's likely threshold for experiencing pressure and how they are likely to react emotionally and behaviourally. As defined and measured here, this dimension is a continuum from higher resilience at one end to higher reactivity at the other. People with higher emotional resilience tend to be more able to 'take things in their stride'. People with higher emotional reactivity more frequently experience a range of emotions such as anxiety, despondency or self-consciousness (among others) which have in common that they arise from negative interpretations of events or situations. Higher levels of emotional reactivity don't always detract from effective leadership but can mean that effective leadership comes at a greater emotional or physical cost. An important first step in managing such emotions is recognising them when they occur.



Your responses to the questionnaire suggest that your sense of purpose and orientation to goal achievement are much lower than is typical for the reference group. Whatever potential you may have, it seems that you are less likely than most to behave in ways that are compatible with actual accomplishment.

You can be as enthusiastic as the next person but you seem to be less predisposed than most to channel your energy into output. You report less belief in your own competence than most in the reference group and you frequently experience negative emotions which can exacerbate your doubts about the possibility of success. More generally, of course, negative emotions are detrimental to a sense of wellbeing. In these ways your negative emotions can be a barrier to accomplishing results.

Being aware of your negative emotions is the first step to managing them. The next step involves becoming more conscious of the thoughts, attitudes and beliefs that underlie them. It is the thoughts we have about situations, rather than the situations themselves, that influence the type and frequency of our emotions. Often, though, these thoughts are so automatic that we aren't conscious of them. When we deliberately focus on our automatic thoughts about situations we become able to identify self-defeating attitudes and beliefs. Once these are held up to scrutiny and challenged, they lose their power.

Section 2: Your personality and leadership

This section discusses the extent to which your personality helps you to develop the capability to perform the seven leadership tasks defined by the Primary Colours Model and to cope with the pressure that senior professionals often have to face. Some personality facets will be discussed more than once. This is because some personality facets are relevant for different aspects of leadership; for example, being organised and self-disciplined is relevant for planning and organising and also for delivering results.

There may be some aspects of the analysis that don't immediately resonate with you. Although personality is a strong predictor of behaviour, we modify our behaviour in accordance with our environment, our role and the people around us. If you can't easily relate to some parts of the description given here, it is worth reflecting on whether you have manifested such behaviour in other contexts and the extent to which you modify your behaviour as a function of the culture within your organisation, the teams you work in and your role.

2.1 Setting Strategic Direction

In Section 1 of this report, your attitudinal style was categorised as being most compatible with the leadership contribution of the 'influencer'. Influencers usually feel reasonably at home operating within the interpersonal and strategic domains but, depending on other aspects of their personalities, will vary in the extent to which they are predisposed to different tasks within these domains. In the strategic domain, for example, a person may be predisposed to *communicating* the strategy and gaining support for it but less predisposed to actually *formulating* the strategy (or vice versa). The leadership task of setting strategic direction incorporates the formulation of views on what the organisation's strategy should be as well as contributing those views to the general strategic debate.

Three aspects of your personality are important for developing your effectiveness at setting strategic direction:

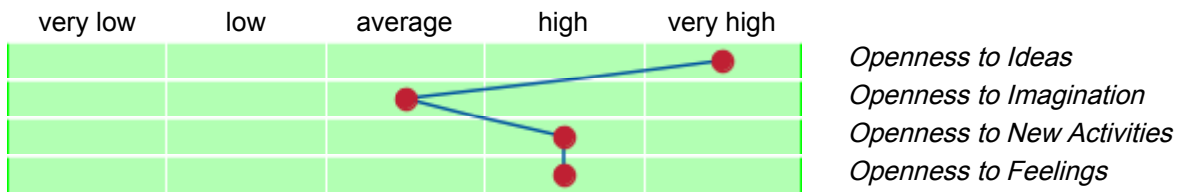
- i. Your openness to the potential inherent in new ideas and ways of doing things;
- ii. How you deal with complexity and ambiguity;
- iii. How you articulate your views when contributing to the strategic debate.

Below we explore each of these aspects in more detail.

Note: Your level of intellectual reasoning will also impact on your effectiveness in this leadership task but this is not measured by the questionnaire you completed. Your intellectual ability will impact on the quality of the output while your personal style impacts on how you approach the process of arriving at the output.

i. Your openness to the potential inherent in new ideas and ways of doing things

Formulating strategic direction requires making sense of the current situation and openness to the potential inherent in new ideas or methods combined with objective evaluation of these. It requires an orientation to acquiring new knowledge and the capacity to spot relationships between factors both external and internal to the organisation. Openness to the implications of strategic change is also important.



Your responses suggest that you are more intellectually curious than most; you are very open to exploring novel ideas at an intellectual level whether or not those ideas are already proven. In the way you reflect on and develop ideas, you use your imagination to a typical extent compared to the reference group. That is to say, you balance imaginative thought with focused attention on the nuts and bolts of an idea.

You are stimulated by theoretical discussion and you also enjoy change on a practical level. You are open to trying new things or modifying the way you currently do things. These characteristics suggest a readiness to learn, unlearn and relearn which can enrich the contributions you make to moving things forward. Some things on which you might find it useful to reflect are:

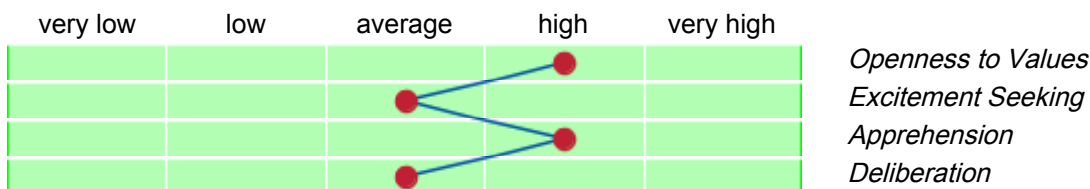
- How effectively do you balance your interest in new ideas with completion of familiar and routine tasks?
- When have your ideas been disregarded? What made the difference between your ideas being heard or disregarded?
- When has your intellectual curiosity distracted you from what needs to be achieved in the short term?

An additional aspect of your personality that will impact on how you contribute to the strategic debate is your receptivity to your feelings. You feel things more strongly than is typical for the reference group. This may mean that you can be prone to allowing your emotions to influence how you interpret the facts before you. When managed effectively, your capacity to listen to your feelings and instinctive reactions can bring useful insights to the less tangible aspects of decisions about the right course of action to take. Effective management here means ensuring that you remain consciously aware of what is feeling and what is fact and that you don't allow your feelings about the facts to reduce your objectivity when formulating strategy.

- It might be useful to reflect on when you have regretted your feelings clouding your objectivity in evaluating information. How might it have affected the decision you arrived at? How would the decision and outcome have changed if you had reined in your emotional reaction?
- Reflect also on times when listening to your feelings has allowed you to arrive at a more successful decision than if you had ignored your feelings.

ii. How you deal with complexity and ambiguity

In today's dynamic, diverse and highly complex world organisations face higher levels of ambiguity than ever before. The extent to which you are prepared to review your own values and those of your organisation will be important here as will your attitude to risk taking and how you calculate the risk in particular courses of action.



Regarding the values that underlie your own approach and those of your organisation, you are willing to question and examine these in the context of a fast changing increasingly diverse and complex world. This will be an advantage in terms of your contribution to the strategic debate.

- What values are most important to you?
- Which of your values would you not be prepared to compromise?
- In what ways have your values changed over time and how has this impacted on your approach to work?

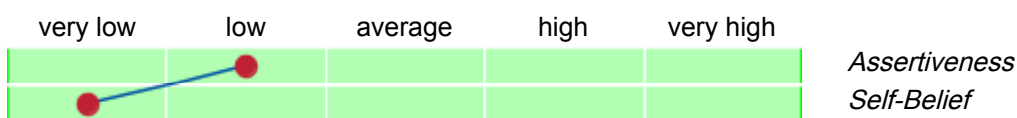
A second important aspect of dealing with the complexity of today's business environment is a willingness to take calculated risks that disrupt existing business models and capitalise on new ways of doing business to increase competitive edge. You are no more averse to risk than most people in the reference group. The way in which you calculate the risks you are prepared to take in your strategic decisions will depend on the extent to which you fully think through the potential gains and losses from taking the risk.

The extent to which you think things through before you form an opinion or take action is typical of the reference group. However, you have a tendency to worry more than most about what can go wrong with a course of action, so that you may focus more on the potential losses than on the potential gains. It might be useful to reflect on the following:

- How has your tendency to worry about the downsides of a course of action caused you to reject that course of action? When have you regretted that?
- Think of an example of a risk you took that turned out to be unwise. What did you miss when you were evaluating the wisdom of taking the risk?

iii. How you articulate your views when contributing to the strategic debate

In addition to your style of thinking and your comfort in dealing with risk and ambiguity, taking responsibility for setting strategic direction also requires faith in yourself and having the confidence to contribute your ideas to the strategic debate.



You describe yourself as being less likely than most to express your views to others in an assertive way. You tend to hold back and let others do the talking. You are not one to push yourself forward.

It seems that you have a lower than average faith in your own competence: that you don't see yourself as an effective and prudent problem-solver. Holding back from expressing your views means they go unheard and you don't get feedback as to how valid or helpful they might actually be. Some things to think about:

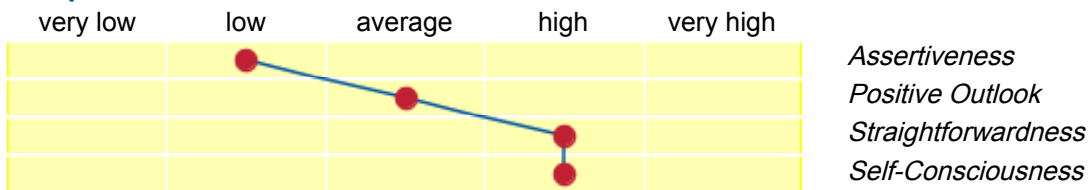
- Why do you hesitate to express your views and what impact does it have in terms of influencing the strategic debate?
- Why is it that you have a lack of faith in your own sense of mastery and how does that show itself?

2.2 Creating Alignment

This is about your capability to secure understanding of and commitment to the organisation's vision, mission and strategy. The same capability supports the building of commitment to programmes and initiatives. Creating alignment is about influence and persuasion whether individually, in teams or in larger groups.

Here we explore three key aspects of personality that can work for or against the potential to develop effectiveness at this task:

- i. Impact – the energy, enthusiasm and diplomacy with which you express yourself;
- ii. Clarity – how effectively you organise your thoughts into an understandable business case;
- iii. Interaction – how you engage people, including how you respond to resistance or disagreement.

i. Impact

Compared to the reference group you are as optimistic in your outlook as most. In your efforts to secure commitment to new initiatives, you will come across as generally upbeat and enthusiastic in your style of influence but without giving the impression of not having given enough consideration to what might potentially block success or how to limit the damage from what might go wrong.

You describe yourself as someone who communicates in a straightforward way without 'playing politics'. This has the advantage that people will know where you stand and where they stand with you. A potential downside is that sometimes your straightforwardness may be at the expense of the diplomacy that is required to influence opinion. While it is important not to lose the authenticity that comes with this aspect of your style, your effectiveness at creating alignment will benefit if you work on being more mindful of what information can be shared and what information needs to be held back for reasons of politics or negotiating power.

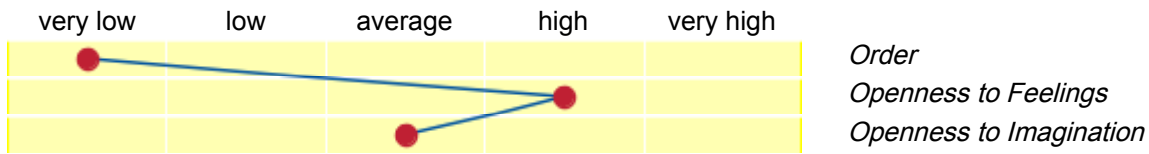
Your responses suggest that you are less assertive in putting your views across than most. You tend to allow people to talk over you, particularly when they forcefully express strong doubts and concerns about your perspective on things. Of course, when trying to create alignment with a new initiative it is important to allow people to express concerns and counterarguments. However, your tendency to let others take the reins means you risk letting the doubters and cynics move to centre stage so that the discussion loses focus on the rationale for the new initiative and its potential in terms of organisational growth. Regarding this, it may be useful for you to reflect on the following:

- What situations or what types of people are most likely to cause you to hold back from expressing your views?
- When has your tendency to hold back from expressing your views been to the detriment of securing commitment to a plan of action? What made you hold back?

You report experiencing more social anxiety or self-consciousness than is typical for the reference group. This suggests that you can feel uncomfortable when the social spotlight is upon you and you are the centre of attention. With this in mind, some things for you to think about are:

- In what situations are you most and least likely to feel self-conscious?
- When you are feeling self-conscious, how does it show itself?
- How do you manage your tendency to feel self-conscious and how might you manage it better?

ii. Clarity

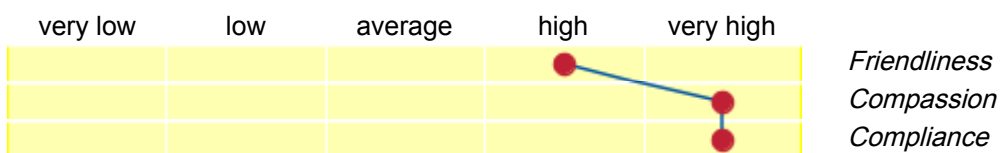


Compared to the reference group, you attend as much as most to practical aspects and immediate necessities. This suggests that you will balance consideration of the possibilities arising from new initiatives with the concrete implications of them. Such balance has the potential to increase the clarity with which people understand the importance of new initiatives as well as the actualities of how changes will impact.

That said, you report that you are less systematic and methodical than most in the reference group so you may have to work harder than others to impose order on the way you present your case to ensure it is well structured and easy to follow.

You have a tendency to allow your personal feelings and instincts about the information at your disposal to influence how you interpret and speak about it. You may therefore have to be careful that you don't come across as lacking objectivity in the way you present your arguments.

iii. Interaction



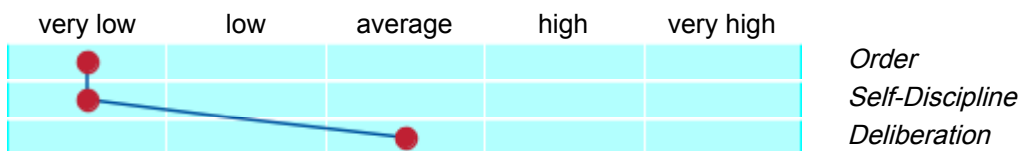
You invest energy in creating rapport with people by chatting informally, drawing them out about themselves and generally showing an interest in them as individuals. You are a compassionate person who is sympathetic to the concerns of others. These characteristics are conducive to encouraging people to raise questions and air their feelings so that you get the opportunity to address any misgivings people may have about a proposal.

You are strongly driven to maintain harmony and co-operation in your relationships. You are uncomfortable in the face of actual or potential interpersonal conflict and you try to avoid it. This suggests that you will be less inclined than most to directly confront contentious issues. Yet such issues will need to be resolved if you are to achieve the consensus and cooperation for which you strive.

In your efforts to create alignment it is important to deal effectively with resistance to a proposal however aggressively such resistance may be expressed. With this in mind, it might be useful to reflect on how you might more effectively deal with and defuse interpersonal conflict.

2.3 Planning and Organising

The task of planning and organising lies at the intersection between the strategic and operational domains. The higher level the plans, the more they are part of the strategic level. The more they are broken down into tasks and objectives and the more short term they are, the more they are part of the operational domain. Wherever the task resides it is about putting structures and processes in place that keep people focused on priorities and clear about how to deliver the organisation's goals.



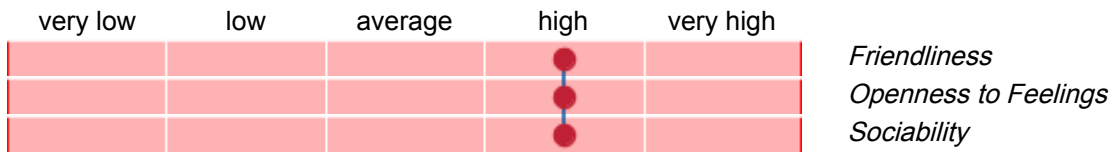
You give as much thought as most to anticipating the consequences of particular courses of action and how to limit the damage of any potential blocks to success.

That said, you may find it difficult sometimes to make yourself do what you know you need to do so that you procrastinate or switch your focus to other things. Your attention sometimes switches before you have given yourself time fully to get to grips with an issue. Perhaps you have so much to do right now that you are over-stretched or perhaps you are under-stimulated. On the other hand, it may be that you are naturally distractible. It might be useful to reflect on why you are easily distracted. Other aspects of your temperament detailed in other parts of this report may help you to do that and having done so it will be easier to seek coaching on how to resolve an aspect of your approach that may be causing you to be less efficient than you could be.

You report a lower level of personal organisation than is typical for the reference group. This suggests that you are less systematic and methodical than most in constructing your plans and less organised in setting up systems for monitoring progress and checking quality. It may therefore be wise to delegate the task of detailing how a plan will be implemented and how progress will be monitored.

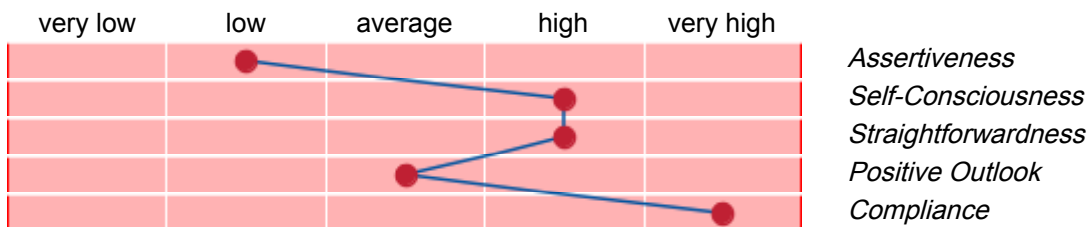
2.4 Building and Sustaining Relationships

This task is about forming robust and effective relationships with key stakeholder groups. It lies squarely within the interpersonal domain. This includes building and maintaining trust, credibility and goodwill. Below, we explore your specific strengths and weaknesses with regard to effectiveness at this leadership task.



You are genuinely interested in other people and make time for them. You enjoy getting to know people and will quickly establish rapport. You are attuned to the subtle emotional messages that underlie what is said and you empathise with the feelings of others. In this way you are perceptive about what makes people tick. Your warmth and empathy will be an advantage in building relationships.

You are drawn to socially energetic environments and the opportunities such environments provide for making new contacts or strengthening existing ones.



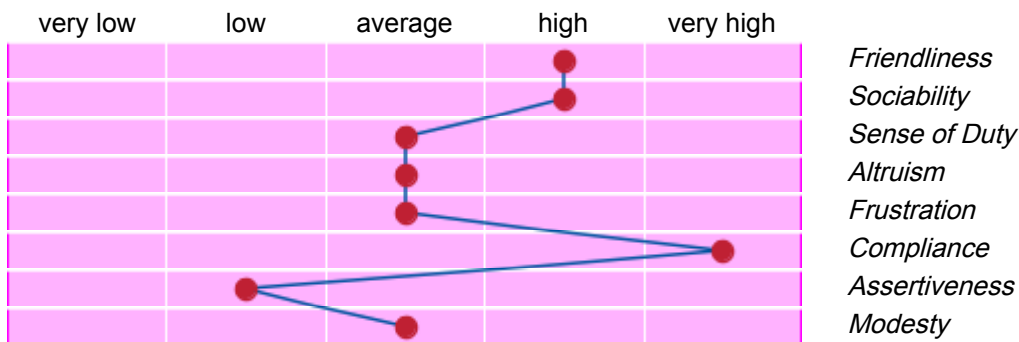
You are less assertive than most and tend to feel self-conscious when in the social spotlight. These characteristics suggest that you are less likely to initiate social contact; you are more likely to wait for others to initiate contact with you.

When speaking about your organisation, you may not always be diplomatic but you balance lack of diplomacy with authenticity; you are likely to come across as honest and realistic in terms of what is possible.

You strive for co-operation and harmony. You try to avoid conflict with others even if this means backing down or compromising too quickly just to keep the peace and avoid confrontation. Of course conflict is part of all relationships and it will sometimes arise. By backing off from confronting conflict you leave it unresolved and may be seen as giving in too easily.

2.5 Team Working

The leadership task of team working lies at the intersection between the operational and interpersonal domains. It requires the capacity to commit to team goals, to both challenge and support team members, and to accept interdependencies and make them work.



You are a gregarious person who is drawn to socially energetic environments and interested in getting to know other people. You are likely to prefer working within a team over working alone. You enjoy engaging in small-talk with other people. Indeed, you may need to guard against allowing this to distract you from focusing on the task at hand.

Compared to the reference group, you are as dutiful as most when it comes to playing your part in working towards realising the team's goals. You are willing to be helpful and assist others in resolving problems. You will give whatever assistance you can to others without letting your involvement in their work conflict with achieving your own priorities.

When things don't go in the right direction you can experience frustration or irritation with other people but you are no quicker to anger than most. Being someone who tries to avoid conflict, you strive to maintain harmony even when frustrated. This may be to the extent of backing down too easily from confronting a contentious issue. Of course this means that your frustration remains or is exacerbated and the issue of contention has not been properly addressed.

When you feel frustrated with other people it can be useful to reflect on the following:

- What is causing your frustration? Is it genuinely to do with how others are behaving or is it to do with how you are interacting or communicating with them?
- Are you perhaps misinterpreting the behaviour of others? In other words, is your irritation justified?
- What do you need to do differently and what do you want others to do differently?

Once you have answered these questions for yourself, it becomes easier to communicate your frustration in a way that might resolve the issue.

You tend to hold back from contributing your views to the team but you are not self-effacing in recognising your potential to contribute to moving things forward. You don't oversell your own contributions nor do you undersell them. You are generally fair in giving credit where it is due. To

reinforce this, it might be useful to give some thought to those teams of which you are currently a member and reflect on the following:

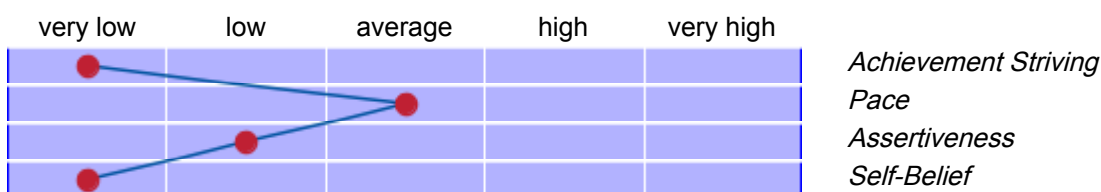
- What is missing from the team when you aren't there and who else in the team, with encouragement from you could fulfil this contribution?
- What do other members of the team bring to the table that you don't? In what ways do you acknowledge these contributions and how do you encourage more of the same?

2.6 Delivering Results

This task is about driving individuals, teams and organisations to deliver the results they need to achieve. This involves overcoming opposition and injecting pace and urgency into performance. It has a hard edge of insistence and assertion and a strong will to succeed. Here we explore three aspects of personality that bear on effectiveness at delivering results:

- Energy and determination – this includes your drive to succeed, your pace of working, and your willingness to take the lead and push others to deliver;
- Scheduling and follow-through – this includes your capacity to be organised, methodical and self-disciplined in working towards your goals and objectives;
- Response to pressure – how you respond to pressure and change will impact not only on the faith and trust your team have in your leadership but also on your own wellbeing and capacity to remain productive.

i. Energy and determination



You report less ambition than is typical for the reference group. High aspirations and striving to beat your own personal best are not strong drivers for you in the task of delivering results. You are likely to prefer to set achievable rather than ambitious targets.

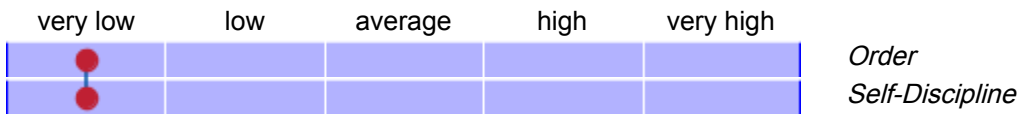
You are typical of the reference group in terms of your pace of working and your sense of time-urgency. In this sense you are likely to be discerning about what is urgent and what is not when establishing priorities.

Your responses suggest that you prefer not to take the lead in group efforts. You are less likely than

most in the reference group to take the reins and control progress; you prefer to stay more in the background and defer front-line leadership of projects to others.

Your opinion of your own competence to work effectively and make prudent decisions is lower than is typical for the reference group. This self-doubt can detract from your sense that you can effectively control outcomes through your own effort.

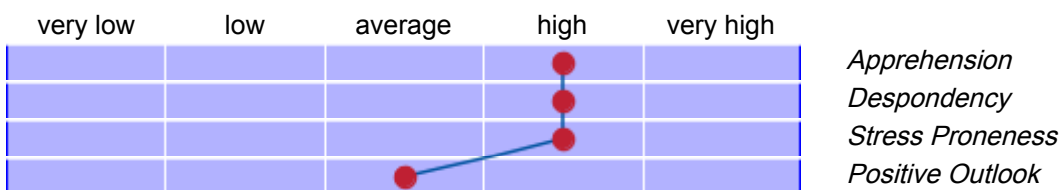
ii. Scheduling and follow-through



Your approach to tasks is less systematic and methodical than is typical for the reference group. You may be less effective than most at setting up systems for checking quality and progress of tasks or giving clear direction to your colleagues.

You describe yourself as being more prone to procrastination than is typical of the reference group. Extraneous distractions or boredom may too easily detract from your determination to follow through to completion of tasks.

iii. Response to pressure



Through the questionnaire you were asked to report the frequency or intensity with which you feel different types of emotions. This section is not about the extent to which you outwardly express these emotions but rather your internal experience of them.

Your reported experience of positive emotions is within the average range for the reference group, suggesting that you are generally optimistic in your outlook. That said, you also describe a greater tendency than most to feel both apprehension and discouragement. While it is likely that you feel happy more often than you feel down, emotions such as anxiety and discouragement can exacerbate the perception of negative stress and make you feel more vulnerable.

Being aware of your emotions is the first step in learning to manage them. The next step involves

becoming more conscious of the thoughts, attitudes or beliefs that underlie them. It is the thoughts we have about events rather than the events themselves that influence our emotions, but often these thoughts are so automatic that we aren't conscious of them. When we deliberately focus on our automatic thoughts about events or situations, we become able to identify self-defeating attitudes or beliefs and challenge them so that they lose their power.

2.7 Leading

We have so far considered the extent to which your temperament is compatible with developing competence in six of the seven key leadership tasks that fall within the three domains of the Primary Colours Model; the strategic domain, the interpersonal domain and the operational domain. These domains are not independent of each other – they overlap. At the point where the three domains overlap is the seventh task: 'Leading'. This lies at the heart of the Primary Colours Model and is core to the rest because it is about balancing and co-ordinating the other leadership contributions.

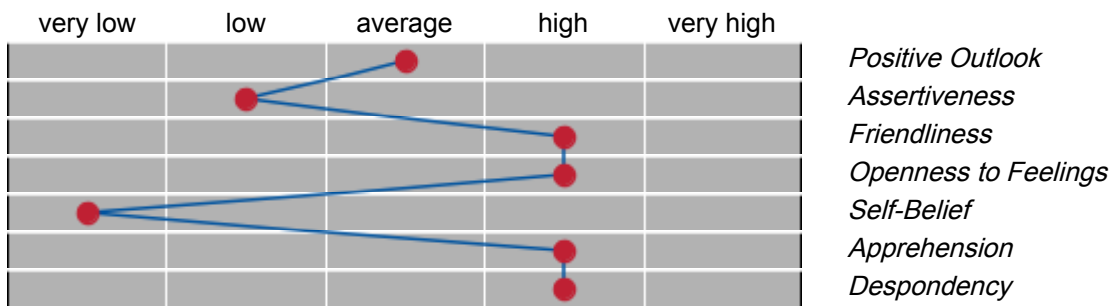
Developing effectiveness at leading requires the capacity to:

- i. **inspire** people without overwhelming them;
- ii. **focus** on prioritising and planning without being rigid;
- iii. **enable** people to take initiative – without appearing to abdicate responsibility, and **reinforce and sustain** good performance without creating a climate where external rewards are seen as the primary motivation for working;
- iv. **learn and reflect** without allowing learning and reflection to drift into 'paralysis by analysis'.

As you will know, having reached this stage of the report, the aim of the Primary Colours Model is to encourage the creation of a leadership team rather than vest responsibility for all leadership tasks in one person. Therefore it is important to identify which of the five behaviours relating to the task of leading are supported by your temperament so that you can concentrate on these while encouraging others with different strengths to provide other aspects. Where you have strengths there is still likely to be fine-tuning to be done so below we consider in more detail your compatibility with each of the five behaviours associated with leading.

i. Your capacity to inspire

To galvanise and inspire people, leaders must be inspired themselves. They must connect with and appeal to both hearts and minds in order to get buy-in to their ideas. This requires passion and it requires that people have confidence in your leadership; that they see you as trustworthy, competent, caring, consistent and courageous.



You don't see yourself as someone who is particularly exuberant or who inspires people with outward displays of enthusiasm or personal excitement with your organisation's plans. Nevertheless, you are as positive and optimistic as most. This average level of optimism suggests that you will be seen as being realistic about the possibility of success and people will have faith in your realism in terms of your capacity to anticipate blocks to success and how to limit the damage of these.

Your tendency to hold back from asserting your views can give the impression that you aren't sure of your opinions or that you are reluctant to take the reins and direct things. It may indeed be the case that you prefer not to be the one giving direction or it may be that you hold back for other reasons. It might be useful to reflect on this.

You are genuinely interested in people and enjoy getting to know them by chatting informally. This can make people feel valued and part of the team, which in turn can inspire loyalty to you. That said, it will be important to recognise that some people prefer to keep their personal lives private, so be careful that you don't push them to talk about themselves if they prefer not to do so. Similarly, those who are less people-oriented may be frustrated by too much small-talk seeing it as detracting from getting on with the task at hand.

You are attuned to your feelings and emotions. Combined with your interest in others, this suggests that you will show empathy and that people will feel that you understand them at an emotional level. Of course it is important to win minds as well as hearts and because you are more influenced than most by your feelings you may sometimes come across as subjective in your analysis of information or situations which trigger strong emotions in you. If you recognise this in yourself, you can balance it by consulting naturally more objective people for their take on things.

You report that you often doubt your own competence to deal with what life throws at you so that you work best in environments where support from colleagues is readily available. You worry more than most about things that might go wrong. When setbacks do occur you are highly self-critical and can feel very downhearted. It takes you longer than most to bounce back from such discouragement. If your doubts and despondency become apparent too often to your team, this may detract from their

faith in your leadership. It might be helpful therefore to refer back to Section 2.6 which gives some advice about dealing with negative emotions.

ii. Your capacity to focus

Inspiration by itself isn't enough. The leadership team must be clear where people need to focus their efforts for maximum effect.



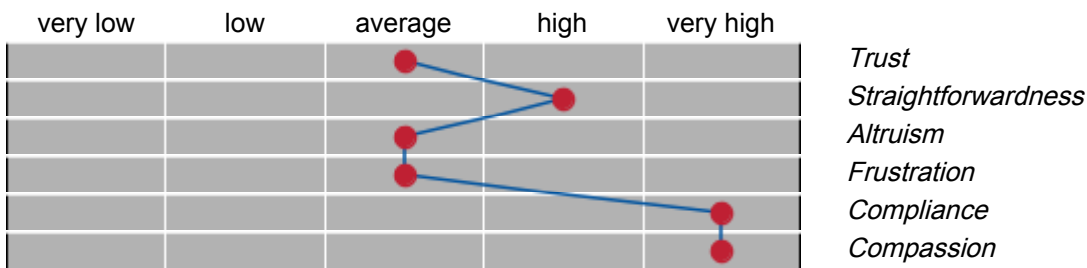
You describe yourself as someone for whom personal organisation is not a strength. You are less systematic and methodical in your approach than is typical for the reference group so you may not be the best suited to setting up time-lines and systems for checking progress on projects and quality of work.

You are as dutiful as most. You are conscious of your commitments and your obligation to fulfil them but you are not a slave to duty for its own sake. You balance your duty to others with your duty to yourself.

You can procrastinate from beginning tasks and have a tendency to flit from one undertaking to another without following through to completion. When obstacles arise or a task is boring you can be easily distracted. You report that you have less willpower than is typical for the reference group so that, as well as not always finding it easy to apply the self-discipline to do what you know you must do you can also be prone to self-defeating behaviours which further interrupt task completion. It may be that you are just not stimulated by the tasks you are faced with or it may be that you are temperamentally less suited to operational aspects of work.

iii. Your capacity to enable and reinforce

Once clarity about where to focus effort has been achieved, people must be enabled to do what is required. Moreover good performance needs to be rewarded and poor performance addressed.



You are as concerned as most with the welfare of others and will give reasonable practical assistance to those in need of help. Your support has the potential to empower people to overcome obstacles and be the best they can be as long as you ensure that you don't solve their problems for them but rather coach them to do it themselves.

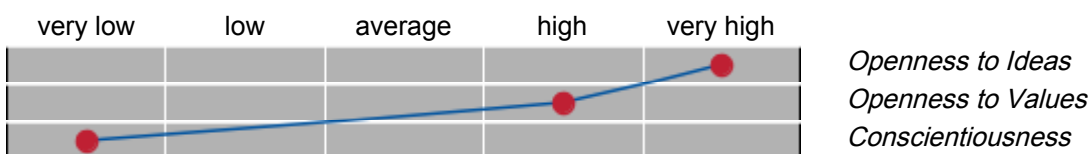
You tend to assume that people are generally well-intentioned and that you can rely on them for support. However, you are not blind to the reality of hidden motives and the fact that people play political games sometimes. When there are real grounds for concern about a person's underlying intentions, you will be alert to them, but generally you take people as you find them.

You are not one to play politics yourself. You tend to speak frankly and candidly about things. This could put you at a disadvantage when dealing with those who are less candid than you.

You are as likely as most to feel frustrated or impatient with overtly poor attitudes or clearly inadequate performance. But how effectively do you actually confront and deal with it? You are a compassionate and sympathetic person who strives to maintain harmony in the team. These aspects of your temperament suggest you may be reluctant to take action that has harsh consequences for others, such as coming down hard on those who fail to play their part. However, unless it is confronted, poor performance of some elements in the team will of course be detrimental to the achievement of team objectives. This could de-motivate good performers who may feel frustrated or resentful if they see poor performers getting away with below par contributions.

iv. Your capacity to learn and reflect

Building the capability for learning and reflection better equips the organisation to deal with new challenges and changing markets. If leaders are to create learning organisations they must demonstrate their personal commitment to a learning culture by being prepared to challenge the status quo and channel what is learned into accomplishment of concrete results.



You show a very high level of intellectual curiosity; you will actively pursue intellectual interests and you enjoy exploring new and perhaps unconventional ideas. You are willing to question and re-examine your own social or political values as well as those held by authority figures. For you, intellectual and philosophical exploration is satisfying for its own sake. You describe yourself as someone who is less motivated than most to channel your learning and reflections into the accomplishment of concrete results.

Section 3: Next steps

This report has discussed aspects of your personality in the context of the seven leadership tasks contained within the Primary Colours Model. We encourage you to consider the implications of this analysis for you as a leader and for the teams in which you work. Take some time to reflect on the themes in the report and then answer the following questions:

- What type of leadership tasks is your personality particularly well suited to?
- To what extent are you currently playing to these strengths? How well do they match your current leadership challenges?
- How can you create opportunities that allow you to play to them more?
- What type of leadership tasks is your personality not well suited to?
- Thinking about the teams in which you belong and your colleagues, can you identify anyone who seems especially good at the tasks for which your personality is not well suited?
- How can you create opportunities that allow you to collaborate with these colleagues more?
- What are your development goals?
- To pursue your development goals, what action plan do you intend to implement?
- In twelve months from now, how will your progress in these areas be noticeable?

The analysis in this report is based on how you see yourself according to your responses to the questionnaire you completed. To further understand the compatibility between your personality and the various tasks of leadership it can be useful to have what is called a '360 degree assessment' where peers and colleagues rate what they see as your level of effectiveness at the seven leadership tasks delineated by the Primary Colours Model. When you have your 360 ratings you will be able to populate the table below.

	360 STRONGEST AREAS	360 WEAKEST AREAS
PERSONALITY HELPS	Natural strength Work WITH	Potential strength Work ON
PERSONALITY HINDERS	Fragile strength Work ON	Resistant limitation Work AROUND

You will then be able to identify the following:

- Natural strengths: Your personality is suited to these aspects of leadership and you are good at them. You should work WITH your natural strengths.
- Potential strengths: Your personality is suited to these aspects of leadership but you don't seem to be excelling in these areas based on your 360. You should work ON your potential strengths.
- Fragile strengths: Your personality is not especially well suited to these aspects of leadership but you are good at them according to your 360. You should work ON your fragile strengths.
- Resistant limitations: Your personality is not especially well suited to these aspects of leadership and you are not especially good at them according to your colleagues. You should work AROUND your resistant limitations, perhaps by collaborating with someone for whom they are natural strengths.

References

More information on the Primary Colours Leadership Model can be found in the following text:

Pendleton, D., & Furnham, A. (2012). *Leadership: All you need to know*. Basingstoke, UK: Palgrave Macmillan.

More information on extraverted and introverted styles of leadership can be found in:

Grant, A.M., Gino, F., & Hofmann, D.A. (2011). Reversing the extraverted leadership advantage: The role of employee proactivity. *Academy of Management Journal*, 54 (3), 528–550.