

NEO-PI-3

NEO Personality Inventory – 3
Primary Colours® Leadership Report

Sample Report

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Self-report

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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 Edgecumbe Consulting Group Ltd. Hogrefe is the publisher of the UK version of the NEO-PI-3. The Primary Colours® Leadership Model was created by David Pendleton and is a registered trademark of Edgecumbe Consulting Group Ltd.



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-3. 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 'UK Working Population'. 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. Edgumbe'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.

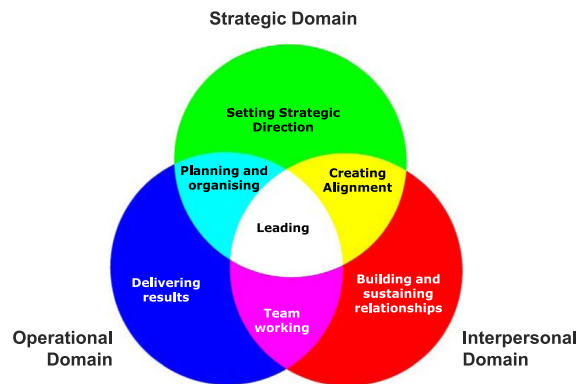
The **operational** domain represents the hands and legs: it gets things done, achieves results and drives the organisation forward. Its principal capability is determination or willpower.

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

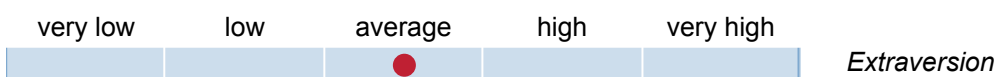
In this section, we look at how aspects of your personality influence three broad aspects of leadership. These are:

- 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.

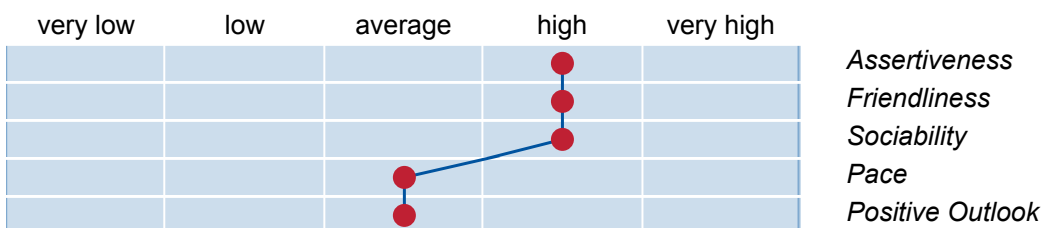
1.1 Your appetite for taking the lead

‘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 express your opinions assertively and also with warmth. You have a genuine interest in getting to know people so will engage with them on a personal level. You enjoy being in lively social environments and capitalising on networking. Networking comes easily to you and you are likely to be effective at it.

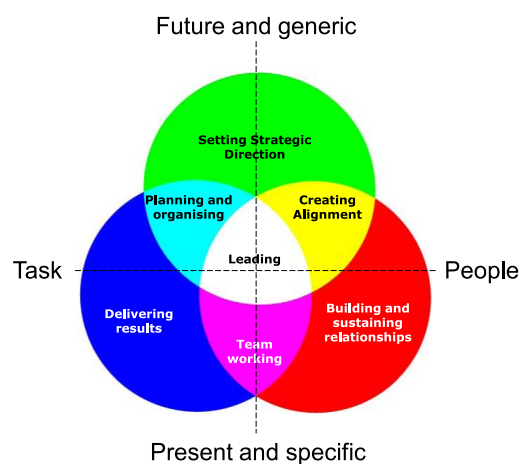
Personal energy is also important in leadership. Your responses suggest that your pace of work, action orientation and sense of time urgency are at a typical level compared to the reference group used to interpret your results. You are likely to be as fast paced and action oriented as most.

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)

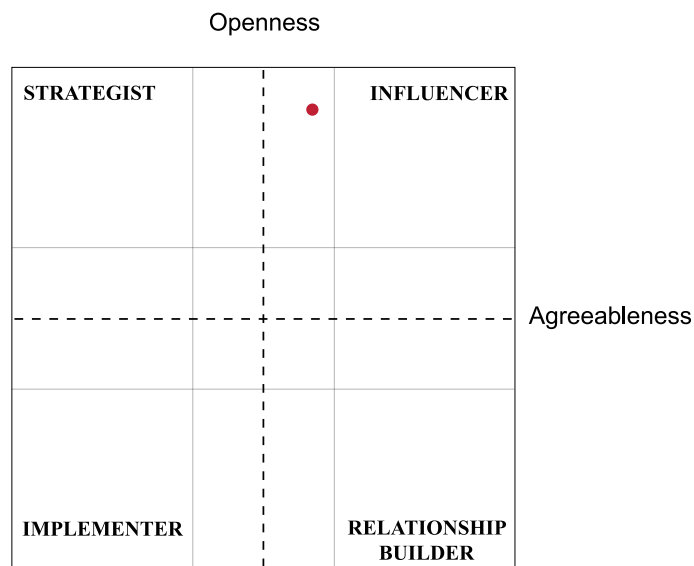
This suggests that there are four different types of leadership contribution: the Strategist (high openness and low agreeableness), the Implementer (low openness and low agreeableness), the Relationship Builder (low openness and high agreeableness) and the Influencer (high openness and high agreeableness).

- 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 combined with a balanced approach regarding your relative orientation to tasks and people. Your level of openness indicates that you are interested in the potential inherent in new opportunities. Your level of agreeableness indicates that the judgements you make are influenced by the views and concerns of other people but not unduly so.

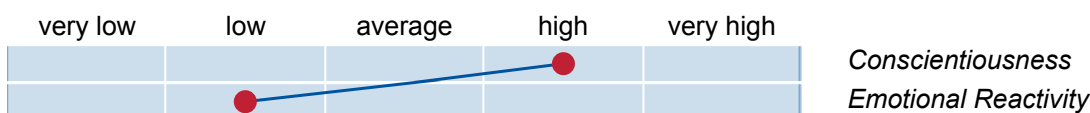
In terms of your leadership contribution, this attitudinal style suggests that your greatest compatibility falls between **'strategist'** and **'influencer'**. The extent to which you actively contribute as a strategist and/or an influencer will further depend on other aspects of your personality, such as the energy you bring to your interpersonal relationships and how you channel your energy into accomplishment. The impact of these other aspects of your personality on your contribution as a strategist and an influencer is explored in more detail in Section 2 of this report. The tasks of particular relevance to the leadership contribution of the strategist are 'Setting Strategic Direction' and 'Planning and Organising'. 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 four 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 indicate that you combine higher levels of both conscientiousness and emotional resilience than is typical for the reference group. This suggests that you are oriented to getting results and will show behaviours compatible with accomplishment. You are less likely than most to be thrown off course by negative emotions or self-defeating behaviours. You have the

temperament to focus on your goals and achieve them.

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 leadership contribution was categorised as falling somewhere between 'strategist' and 'influencer'. Your responses suggest that you are an open-minded person and as people-oriented as most; that you will feel reasonably comfortable operating within strategic and interpersonal aspects of work. People with this combination of scores, depending on other aspects of their personalities, will vary in the extent to which they are predisposed to different tasks within these two 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 task under consideration here is that of setting strategic direction. This task incorporates the formulation of views on what the 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.

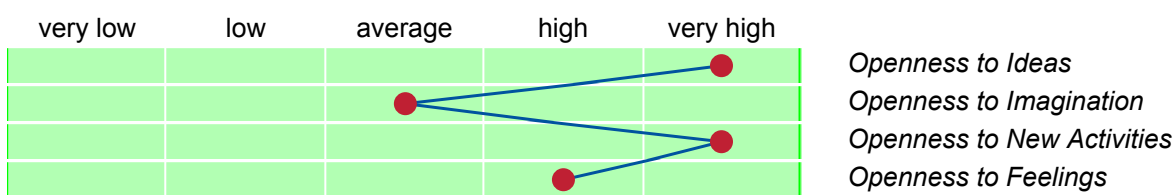
Below we explore each of these aspects in more detail.

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 embrace change on a practical level. You are strongly drawn 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. A potential downside of your openness to novelty may be the risk of 'throwing the baby out with the bathwater'. Some things on which you might find it useful to reflect are:

- Think about the extent to which you can be inclined to make changes or introduce new activities simply for the sake of it (because you enjoy innovation and change). How do you ensure that you give enough consideration to the value in current methods?
- How effectively do you balance your interest in new ideas and new ways of doing things with completion of routine and familiar tasks?
- When have your contributions been rejected or disregarded? What were the weaknesses in the case you were presenting?

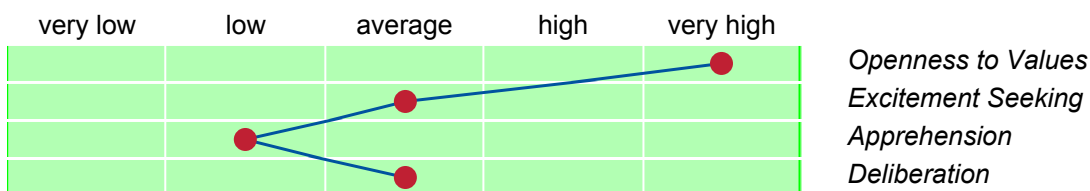
An additional aspect of your personality that will impact on how you contribute to the strategic debate is your receptivity to your feelings. You feel things more strongly than is typical for the reference group. This may mean that you can be prone to allowing your emotions to influence how you interpret 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 highly open to questioning and examining 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.

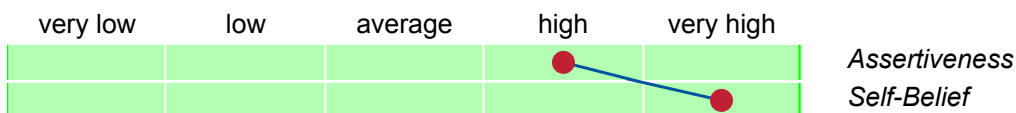
The extent to which you think things through before you form an opinion or take action is typical of the

reference group. You are less inclined than is typical for the reference group to worry about what can go wrong so that you may focus more on the potential gains than on the potential losses in taking a particular course of action. This may skew your judgement as to whether to go ahead. It might be useful to reflect on the following:

- When has the outcome of a decision to act led to a bad result because you focused too much on the positives and not enough on what might go wrong? 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.



Your responses suggest that you do indeed have faith in your own capability seeing yourself as an effective and prudent problem-solver. You take responsibility for your own decisions.

Having formed your conclusions you are more willing than most to voice your views. You have an assertive style of expression and will often take the lead in discussions. One thing to think about:

- What negatives might there be in terms of how this combination of assertiveness and self-belief impacts on others?

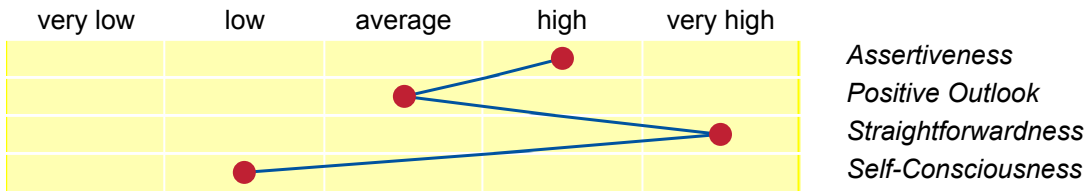
2.2 Creating Alignment

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:

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

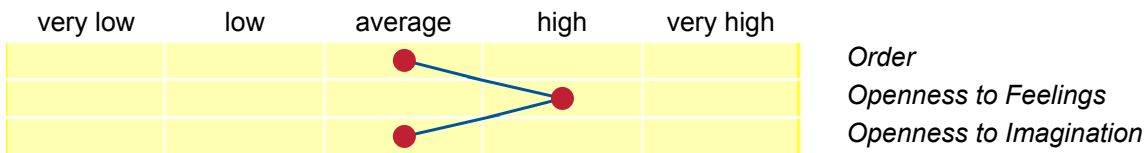
i. Impact



Your pattern of results suggests that you are an assertive person. You readily express your views and you communicate with a very high level of frankness; you ‘tell it like it is’. This has the advantage that people will know where you stand and where they stand with you. A potential downside is that such frankness will often lack the diplomacy that is required to influence opinion. While it is important that you don’t lose the authenticity that comes with your frankness, your effectiveness at creating alignment will benefit if you work on giving more consideration to how best to express things to encourage the reaction you want and being more mindful of what information should be shared and what information needs to be held back for reasons of diplomacy or negotiating power.

Compared to the reference group you are as optimistic in your outlook as most. You will come across as generally upbeat and enthusiastic in your style of influence while showing realism about potential blocks to success and how to deal with these.

ii. Clarity

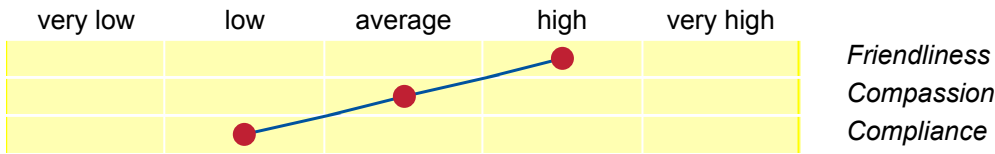


When you are putting together a business case you will be as systematic and methodical as most at gathering the information you need to construct your arguments.

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 the information at your disposal with the more concrete implications of it. This balance contributes to the clarity with which people will understand the importance of new initiatives and also how the changes will impact at a practical level.

That said, you have a greater tendency than most in the reference group to allow your personal feelings and instincts about the facts to influence how you interpret and speak about them. You may therefore have to be careful that you don’t come across as lacking objectivity in the way you present your case.

iii. Interaction

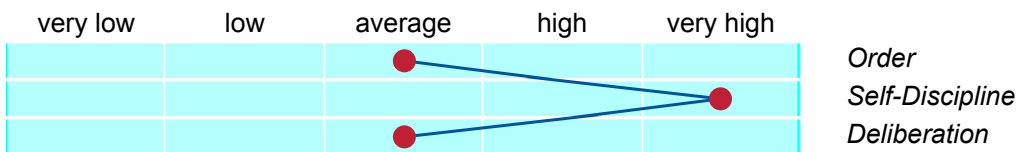


You invest energy in creating rapport with people by chatting informally, drawing them out about themselves and generally showing an interest in them as individuals. You are typical of the reference group in terms of your compassion and capacity to feel sympathy for others. These characteristics are 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 not fazed by interpersonal conflict. You are prepared to directly confront contentious issues and will stand your corner in defending your perspective on such issues. Your defence of your perspective will be the better for the fact that you give time to engaging with other people in terms of getting to know them and drawing them out about their concerns.

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.



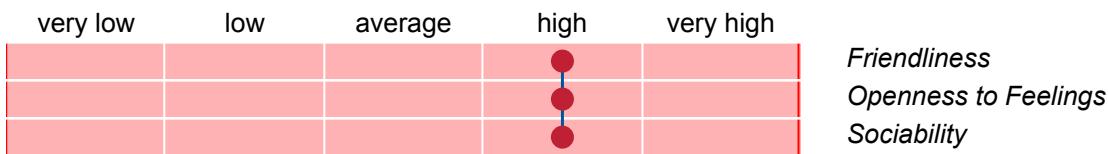
Compared to the reference group you have a typical level of personal organisation. This suggests that you are as systematic and methodical as most in terms of planning. You are self-disciplined in your approach; you focus on following through to completion of plans despite difficulties or distractions.

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. You are not so rigid in your planning that you are not able to adapt to unforeseen circumstances that disrupt the way you expected things to pan out. You are likely to construct your plans with sufficient forethought and speed to avoid missing opportunities.

These characteristics suggest that you will effectively transform goals into plans of action and monitor progress.

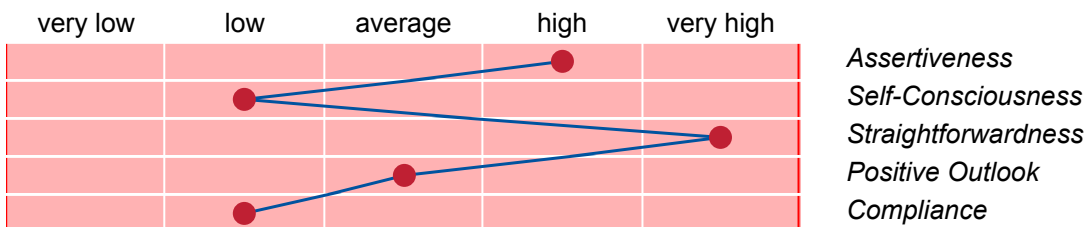
2.4 Building and Sustaining Relationships

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.



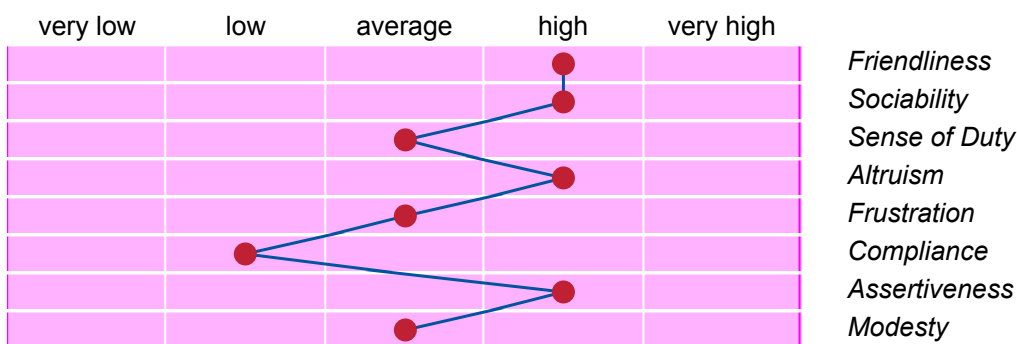
You are an assertive person and will readily initiate contact with others rather than waiting for them to come to you. Your social confidence suggests that you are less likely than most to monitor social cues as to how you are coming across or adapt to these which suggests that you may need to guard against talking over other people. The upside of your high level of social confidence is that you are likely to come across to others as poised and comfortable when in the social spotlight.

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 are a competitive person who likes to win so that when interpersonal conflict arises you are unlikely to back down or compromise just to keep the peace. When confronted, you will push to prove your point.

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.

You are as dutiful as most when it comes to being committed to playing your part in working towards realising the team's goals. This is combined with a high level of willingness to be helpful and assist others. You may need to take care that your tendency to get involved on a practical level with helping other people find solutions to their problems is not at the expense of dealing with 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. You are less fazed than most by interpersonal conflict and, when you feel frustrated, may impact on others as hostile in the way you confront contentious issues. This is likely to exacerbate, not only the conflict but also your frustration.

In order to develop your effectiveness when you feel frustrated with other people it might 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 may find it more difficult than some to accept the interdependencies that arise from team working because you are an assertive person who likes to stay in control of things.

You don't oversell your contributions to the team effort; 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:

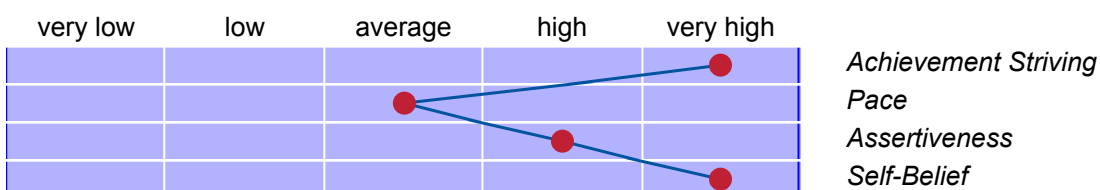
- What is missing from the team when you aren't there and who else in the team, with encouragement from you could fulfil this contribution?
- What do other members of the team bring to the table that you don't? In what ways do you acknowledge these contributions and how do you encourage more of the same?

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



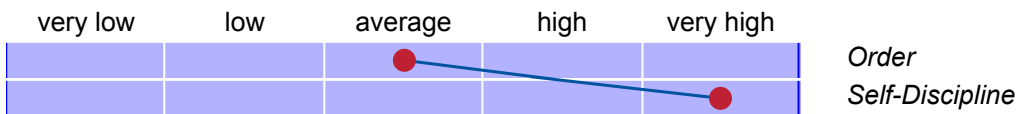
You are highly ambitious – you strive to do better than your own personal best. You work hard to achieve your goals. Your ambition will drive you to deliver on objectives that matter to you and which fit with your personal goals.

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.

You are more assertive in expressing your views than is typical of the reference group. You will naturally take the lead and stay in control of things but not to the extent of disempowering others.

You have a very strong belief in yourself: a sense that you are a capable and sensible person in the way you deal with work and life generally. You take the view that achieving desirable outcomes is the direct result of effort rather than being down to luck or other situational variables.

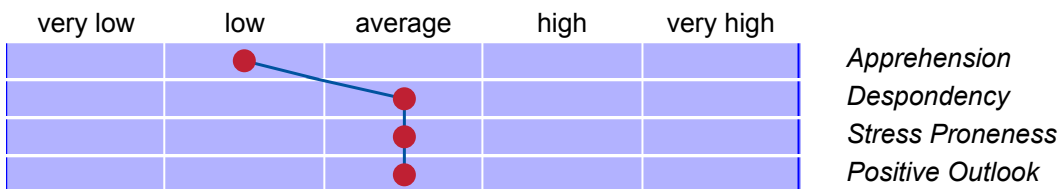
ii. Scheduling and follow-through



You have a typical level of personal organisation: you are as systematic and methodical as most in setting goals and time-lines, monitoring progress of tasks and providing clear instructions to colleagues.

You are highly self-disciplined. You have the temperament to motivate yourself to follow through to completion of tasks despite distractions or boredom. You do what needs to be done.

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.

You describe experiencing positive emotions with broadly the same intensity as do most people. Your outlook is likely to be generally optimistic. Your responses suggest that you are no more likely to feel dejected or discouraged than most, and you report fewer feelings of anxiety or apprehension than is typical for the reference group.

While you are not immune to feelings of vulnerability arising from the stress that life's demands can cause, your generally positive attitude and your realism in dealing with setbacks contribute to your resilience.

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:

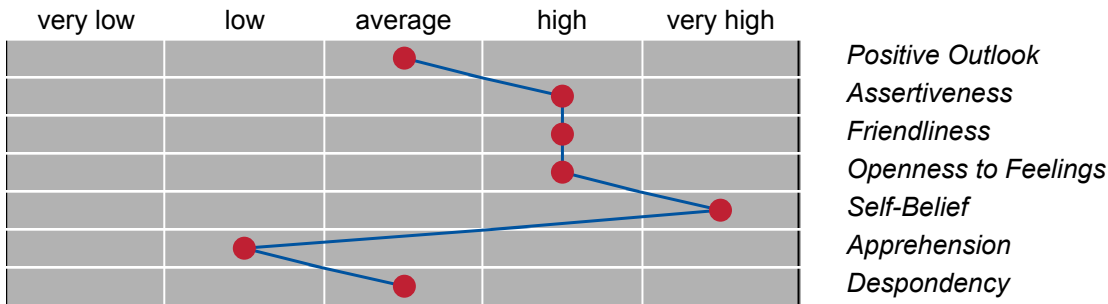
- i. **inspire** people without overwhelming them;
- ii. **focus** on prioritising and planning without being rigid;
- iii. **enable** people to take initiative – without appearing to abdicate responsibility, and **reinforce and sustain** good performance without creating a climate where external rewards 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.

You are an assertive individual who easily gravitates to taking the lead and giving direction. Your comfort with leadership can inspire confidence. The way your assertive style comes across will depend on other aspects of your style, for example the extent to which you show an interest in people and empathise with them as individuals.

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.

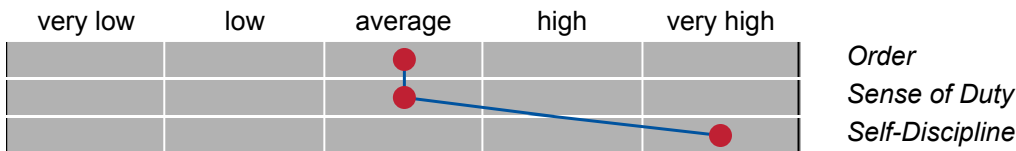
You are attuned to your feelings and emotions. Combined with your interest in others, this suggests that you will show empathy and that people will feel that you understand them at an emotional level. Of course it is important to win minds as well as hearts and because you are more influenced than most 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 see yourself as competent and well-prepared to deal with life. You believe in yourself and report that you don't tend to get apprehensive about what might go wrong. When setbacks occur you can feel discouraged or downhearted but you get back on track as quickly as most people. Your strong self-belief can be inspiring but if taken to extremes can lead you to appear to others to be unaffected by

their views and opinions. Because of your belief in yourself you may fail to justify your actions to others as much as they would like.

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.



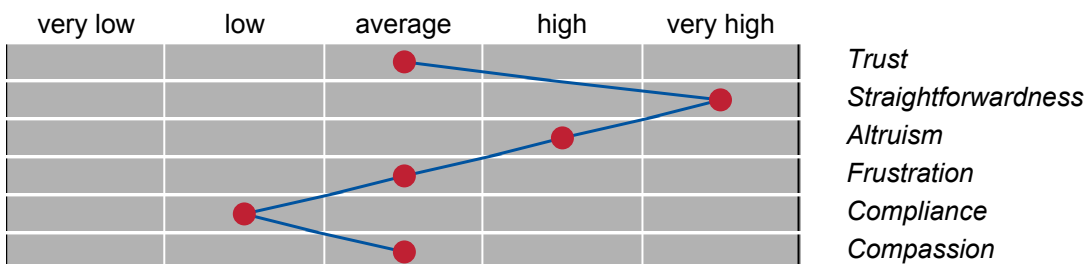
Personal organisation is not a notable strength of yours but nor is it lacking. Your responses suggest that you are typical of the reference group in terms of how systematic, methodical and detailed you are in drawing up plans and monitoring these for progress.

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 are highly focused and will follow through on tasks despite obstacles or distractions. Indeed, you may err on the side of seeing a task through to completion when it might be more appropriate to abandon it.

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 actively concerned with the welfare of others and willingly give 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.

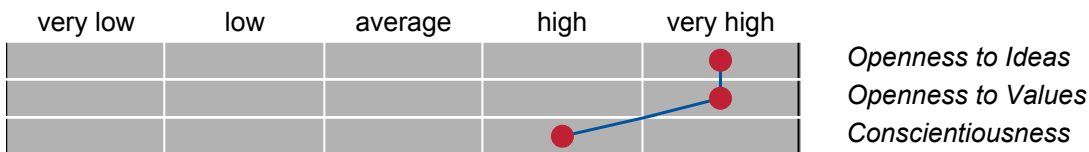
You tend to assume that people are generally well-intentioned and that you can rely on them for support. However, you are not blind to the reality of hidden motives and the fact that people play political games sometimes. When there are real grounds for concern about a person’s underlying intentions, 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 below par contributions arising from poor attitudes or inadequate performance and you confront such issues with firmness so that those who don’t play their part will be very clear that this is unacceptable.

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. Your curiosity extends to value systems other than your own. You are more willing than most to question and re-examine your own social or political beliefs as well as those held by authority figures. Your commitment to intellectual exploration and your readiness to question the status quo are combined with a level of conscientiousness that suggests you will consider how the results of your reflections relate to the way you, your team or your organisation go about making things happen and achieving results. This can provide powerful modelling to contribute to the building of a learning culture helping to equip those in your ambit to deal with new challenges in a changing world.

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

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.

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