NEO-PI-3

NEO-PI Personality Inventory 3
Primary Colours® Leadership Report

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ID 257277-36
Date 21/05/2024

hogrefe

OVERVIEW

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 'Rekrutteringsnorm, kvinner'. 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 Primary Colours of Leadership

Pendleton (2003)

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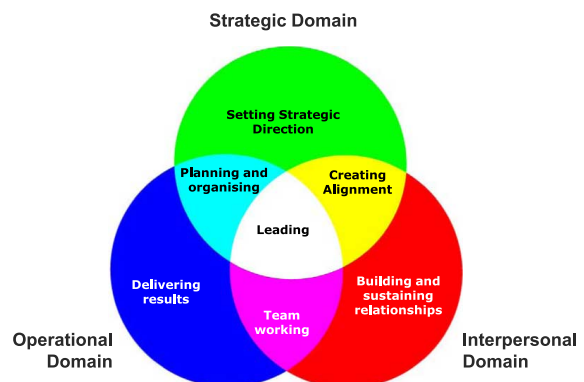
The **operational** domain represents the hands and legs: it gets things done, achieves results and drives the organisation forward. Its principal capability is determination or willpower.

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.

- 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.
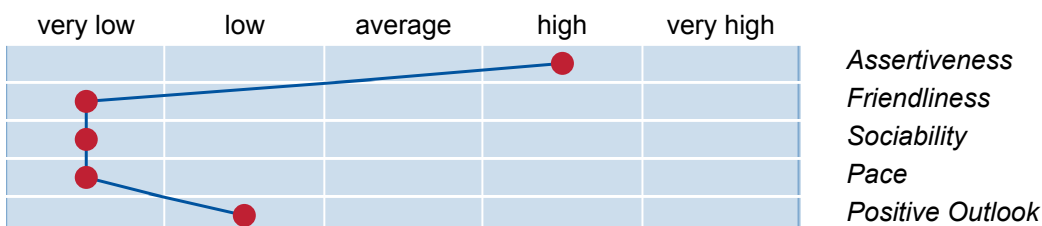
1.1 Your appetite for taking the lead

'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?

very low	low	average	high	very high	
	●				*Extraversion*
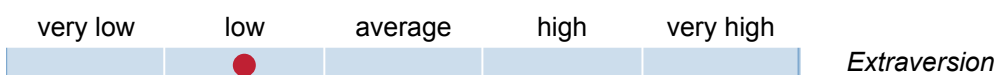
Your overall level of extraversion is lower than is typical for the reference group used to interpret your results. The specific manner in which this lower level of extraversion impacts on your leadership style will depend on how you invest your energy in the external world: how you channel it in terms of your interpersonal focus, pace of activity and positive attitude.

very low	low	average	high	very high	
			●		*Assertiveness*
●					*Friendliness*
●					*Sociability*
●					*Pace*
	●				*Positive Outlook*

Investing energy in the interpersonal arena is important since leaders must work with and through people to achieve results. You readily express your views and opinions. You are less oriented to getting to know people informally and for that reason may impact as detached. Your responses suggest that you are more interested in discussing the task aspects of the business than engaging with contacts, colleagues and the members of your team on a personal level. Your responses further suggest that you don't actively seek lively social environments. You may prefer meeting one to one, or socialising with people you know well, to networking at large social gatherings.

Personal energy is also important in leadership. In terms of personal energy, your responses suggest a significantly more leisurely pace of work compared to the level typically seen in the reference group used to interpret your results. While this, in itself, does not necessarily mean that you are not focused on results, you may impact on others as being less action-oriented and lacking a sense of time-urgency.

Demonstrating a positive attitude as a leader helps to motivate the people you are leading. Your responses suggest that you tend to show less outward enthusiasm than is typical for the reference group. You don't see yourself as a particularly exuberant person so will not be naturally disposed to using this as a motivational technique.

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).
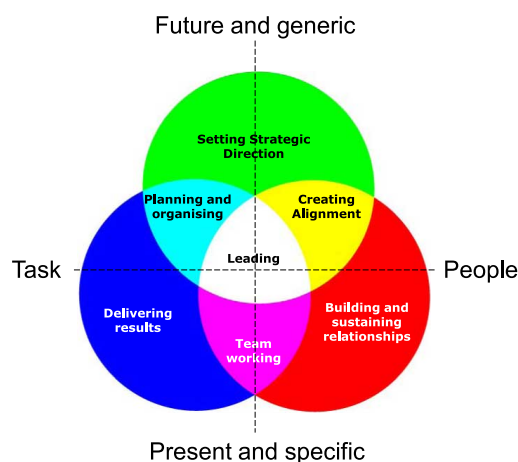

Pendleton (2003)

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.

Openness

STRATEGIST	**INFLUENCER**
IMPLEMENTER	**RELATIONSHIP BUILDER**

Agreeableness
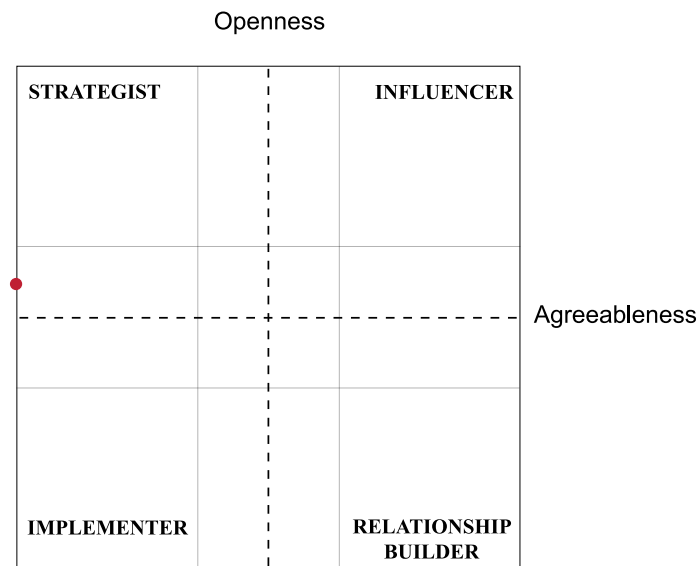
Broadly, your attitudinal style is task oriented combined with a balanced approach regarding your relative focus on the potential inherent in new opportunities and what needs to be addressed in the short term. In arriving at decisions, your responses suggest that you are an independent thinker; less receptive than most to the views and concerns of others, you work things out for yourself.

In terms of your leadership contribution, this attitudinal style suggests that your greatest compatibility falls between **'strategist'** and **'implementer'**. The extent to which you actively contribute as a strategist and/or an implementer will further depend on other aspects of your personality, such as the energy you bring to tasks and interactions with others as well as how you channel that energy into accomplishment. The impact of these other aspects of your personality on your leadership contribution 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 contribution of the implementer are 'Planning and Organising' and 'Delivering Results'. 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.

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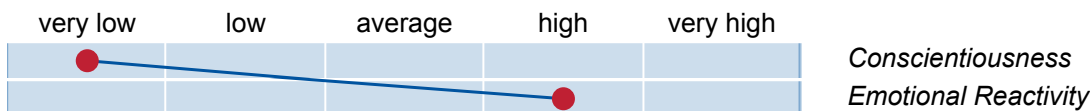
Your responses to the questionnaire suggest that your sense of purpose and orientation to goal achievement are much lower than is typical for the reference group. Whatever potential you may have, it seems that you are less likely than most to behave in ways that are compatible with actual accomplishment.

You report that you experience negative emotions more frequently than most and your responses suggest that you tend to doubt your own competence. These aspects are detrimental to a sense of wellbeing and can, in themselves, 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 leadership contribution was categorised as falling somewhere between 'strategist' and 'implementer'. Your responses suggest that you are an independent thinker who is averagely open-minded compared to the reference group. 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 the strategic and operational domains. For example, a person may be predisposed to formulating strategy but less so to implementing it (or vice versa). The task under consideration here is that of setting strategic direction. This task incorporates the formulation of views on what the organisation's strategy should be and 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.

very low	low	average	high	very high	
			●		*Openness to Ideas*
				●	*Openness to Imagination*
		●			*Openness to New Activities*
●					*Openness to Feelings*
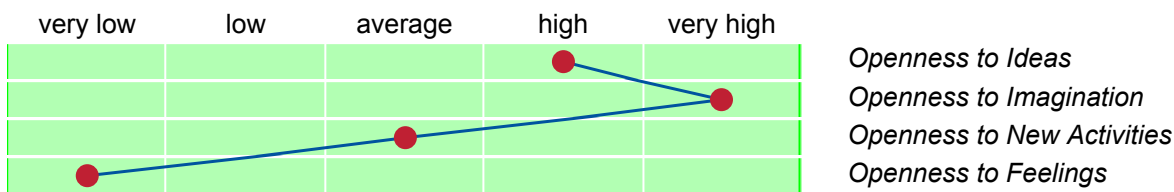
Your responses suggest that you have a rich imagination; you are more open than most to allowing your imagination free rein. This is combined with a higher than average level of intellectual curiosity; you are receptive to considering new or unproven ideas at an intellectual level. Your imagination enhances your capacity to generate your own ideas and to see possibilities in ideas presented by others. In particular you are likely to enjoy situations that allow you to think creatively or 'outside the box'. These characteristics suggest a readiness to learn in order to move things forward. Some things on which you might find it useful to reflect are:
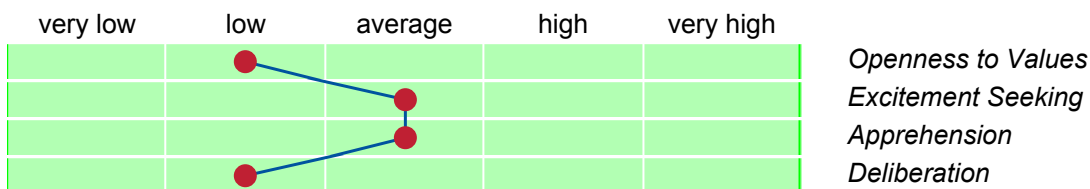
- To what extent have you channelled your imagination into concrete proposals for changing the way things are done?
- How have your ideas influenced your organisation's thinking?
- When have your contributions to debate been rejected or disregarded? What were the weaknesses in the case you were presenting?

An additional aspect of personality that impacts on how you contribute to the strategic debate is your inclination towards an objective analysis of the facts as they are, whatever your feelings about them. You tend to receive and evaluate ideas in an unemotional way. Your interpretation of information is unlikely to be influenced by your emotions. While this increases your objectivity, it is important not to ignore the usefulness of the less tangible aspects of decisions and situations, which may be accessible only by listening to and gaining insight from your own and other people's instincts and feelings.

- It might be useful to reflect on times when ignoring your own or other people's intuitive feelings has been detrimental to the outcome of a decision about how to go forward.

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.

very low	low	average	high	very high	
	●				*Openness to Values*
		●			*Excitement Seeking*
		●			*Apprehension*
	●				*Deliberation*

You attach importance to your established values. In discussions or situations that impact on your value system, you can become closed to alternative value systems. Given the fast changing, increasingly diverse and complex nature of today's business environment, this may impede your judgement when it comes to setting strategic direction.

- 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.

You are typical of the reference group in terms of how much you worry about what might go wrong with a risky course of action. You are likely to focus equally on the pros and cons but you tend to arrive at decisions very quickly. Perhaps you don't always stand back and fully think things through. It might be useful to reflect on the following:

- When have you regretted jumping into action too soon rather than standing back and thinking about the pros and cons of a course of action? What was the result of doing this?
- 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.

very low	low	average	high	very high	
			●		*Assertiveness*
●					*Self-Belief*
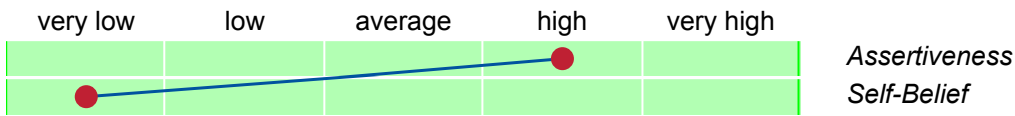
Having formed your conclusions you are more willing than most to voice your views. You have an assertive style of expression and will often take the lead in discussions.

Given this, it is interesting that you seem to have a lower than average faith in your own competence. Your responses suggest that you sometimes feel ill prepared or ineffective and yet you still express your opinion forcefully so that others are unlikely to be aware of your self-doubt. Some things to think about:

•   Why do you think it is that you feel sometimes ill-prepared to deal with demands?
•   How does the combination of being assertive and feeling ill-prepared manifest itself? What have you found to be the upsides and downsides of this combination for you?
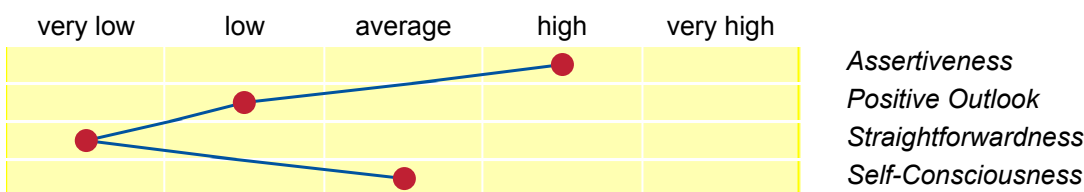
2.2 Creating Alignment

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.
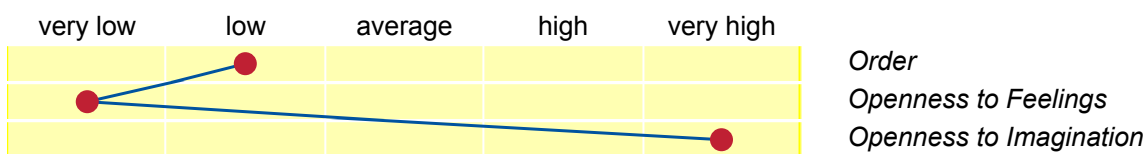
i. Impact

very low	low	average	high	very high	
			●		*Assertiveness*
	●				*Positive Outlook*
●					*Straightforwardness*
		●			*Self-Consciousness*

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 awareness of the politics surrounding the messages you need to put across. You are very mindful of how best to phrase things to encourage the reaction you want. You are extremely sensible about what information to share and what information to hold back for reasons of diplomacy or negotiating power. If you manage this well it will be an advantage in terms of creating alignment but you need to take care that others don't perceive you as too much of a political player because such a perception could threaten the authenticity of your impact and thereby reduce the extent to which people trust you. It might be useful to assess the authenticity of your impact by asking for feedback from a colleague you trust and who knows you well.

You describe yourself as a serious-minded individual. An advantage of your serious-mindedness is that it can add gravitas to your style of delivery. On the other hand, this same characteristic suggests that you will be less predisposed to conveying the kind of 'can-do' optimism of expression that fills people with enthusiasm and excitement. This might detract from your persuasiveness in terms of motivational impact. Here again, asking for feedback on this from someone you trust and who knows you well might be helpful.

ii. Clarity

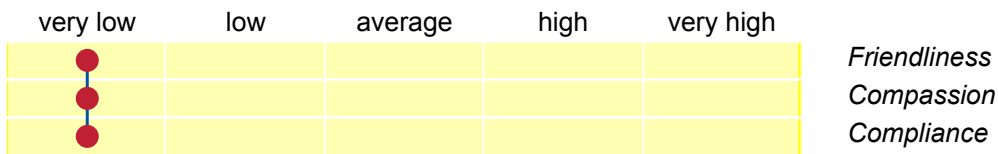| very low	low	average	high	very high	
					Order
					Openness to Feelings
					Openness to Imagination

Your responses suggest that you are more objective than most in the way you analyse and view things so you unlikely to be influenced by your personal feelings about the information at your disposal.

You are a highly imaginative person so when you are putting together a business case you are likely be drawn more to exploring the possibilities than thinking about the practical details.

You report that you are less systematic and methodical than most in the reference group so you may need 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. In particular, because you are less interested in the concrete details, you may leave your audience unclear about the actualities of how changes will impact.

A related point here is that when your imagination is triggered your attention can wander away from the matter at hand to wherever your thoughts and mental associations take you. This can make you appear distracted. Also, if you voice your incidental thoughts too often, it will reduce the clarity and structure of your arguments which in turn reduces the ease with which your audience is able to follow your train of thought.

Anna Andersen
Assessment date 21/05/2024 | Age 35;0*

iii. Interaction

very low	low	average	high	very high	
●					*Friendliness*
●					*Compassion*
●					*Compliance*

In order to create alignment, it is important that you encourage people to raise questions and air their feelings so that you can address these and thereby increase the likelihood of buy-in. People need to feel that you are interested in their perspectives.

When it comes to chatting to people informally, showing an interest in them on a personal level and drawing them out about themselves, you maintain more social distance than is typical for the reference group. Because you invest less energy than most in getting to know people, you give yourself less opportunity to uncover any misgivings they may have. In turn, because your social distance makes you seem less approachable, people may be discouraged from volunteering their concerns to you. With this in mind you might find it useful to consider the following:

- How do you go about actively drawing people out about their concerns or encouraging them to discuss any misgivings they may have about a planned course of action? How might you get better at doing this?
- How effectively do you take account of, listen to and respond fully to the doubts and concerns expressed by others? In what ways might you increase your effectiveness here?

You do not see yourself as a sentimental person; you are not easily swayed from your convictions by appeals to your sympathy. This helps you to keep faith with the rationale for the arguments you are putting across even when the proposals you are making are unpopular or have harsh consequences for others.

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. However, because you are less likely to have taken the time to fully engage with other people in terms of getting to know them and drawing them out about their concerns, your defence of your own perspective may only serve to increase opposition. 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.

| very low	low	average	high	very high	
	●				*Order*
●					*Self-Discipline*
	●				*Deliberation*
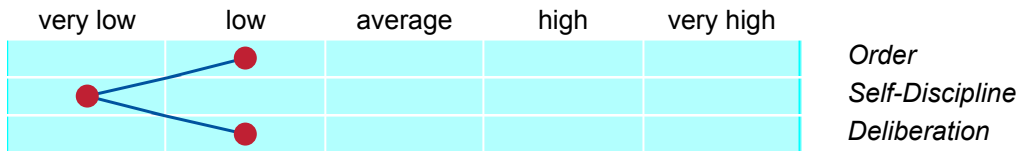
You do not deliberate long before you set a plan in motion which is an advantage in the sense that you are likely to grasp opportunities. Your responses to the questionnaire suggest that you recognise in yourself a tendency sometimes to be overly hasty in your decision-making process. You may find yourself at odds with those who take time to deliberate over planning decisions, but both their style and your own are important in leadership. You can help those who are more cautious not to miss opportunities but equally they can help you by pointing out the need for caution sometimes. It is important to be open to learning about the advantages of styles that are different from your own. You may need to manage this by making it clear to others who are more cautious than you that you have insight into this aspect of yourself. You may need to actively find ways to work together so that your approach and that of more cautious people complement rather than conflict with each other.

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.

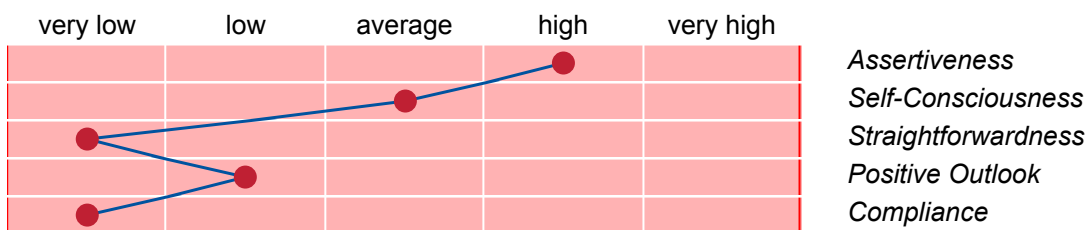## 2.4 Building and Sustaining Relationships

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.

very low	low	average	high	very high	
●					*Friendliness*
●					*Openness to Feelings*
●					*Sociability*
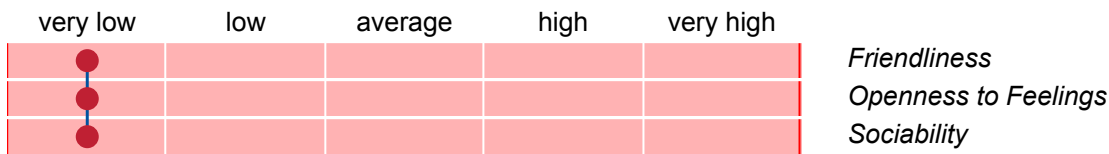
You tend to invest much less energy than most in getting to know other people by chatting to them informally and finding out what makes them tick. You hold back from drawing people out about themselves. You prefer to focus on the task at hand rather than engaging people in small-talk and actively building rapport with them.

You are not someone who enjoys socialising for the sake of it and you may avoid large social gatherings. Your preference is to meet people in smaller groups or on a one-to-one basis.

You are a highly objective person and this will be apparent in the way you respond to others. While you might acknowledge any feelings that are expressed, you are less likely than most to empathise with feelings. More subtle emotional messages that indicate unexpressed feelings or inconsistency between what is said and what is felt may go unnoticed by you. The combination of your disinclination to draw people out and your lack of attention to emotional undertones reduces the accuracy of your insights about other people.

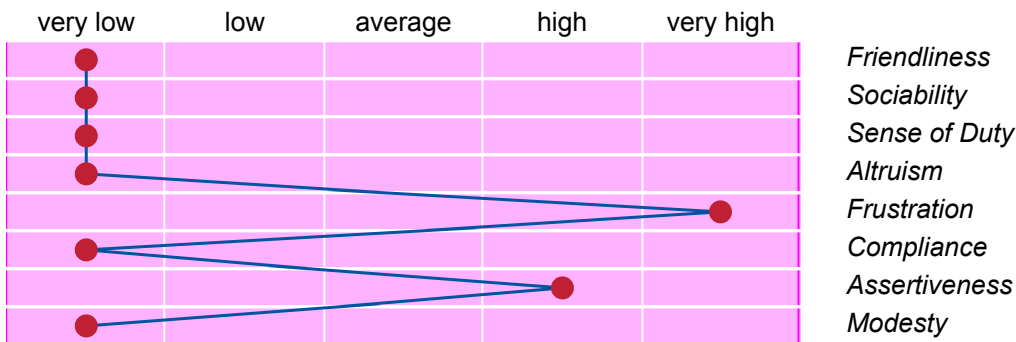| very low	low	average	high	very high	
			●		*Assertiveness*
		●			*Self-Consciousness*
●					*Straightforwardness*
	●				*Positive Outlook*
●					*Compliance*

You are an assertive person and will readily initiate contact with others rather than waiting for them to come to you. You are self-conscious enough that you will monitor how you are coming across and adapt to social cues in this respect. You may sometimes feel anxious when the social spotlight is upon you, particularly in large or unfamiliar social gatherings but you are not so self-conscious that you over-analyse how you are impacting on others.

You are diplomatic in the way you speak about your organisation and you come across as serious-minded in discussing what is realistically possible in terms of future achievements.

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.

	very low	low	average	high	very high	
	●					Friendliness
	●					Sociability
	●					Sense of Duty
	●					Altruism
					●	Frustration
	●					Compliance
				●		Assertiveness
	●					Modesty

You don't see yourself as a gregarious person in the sense that you tend not to be drawn to large social gatherings. You are likely to value time away from others to work alone. As a team member, you are less likely than most to initiate or encourage small-talk. Your focus is likely to be on the task the team is working on rather than getting to know more about the people you are working with.

Your commitment to playing your part in working towards team goals and your willingness to assist others or help with any problems they may be having will depend on the extent to which the team's goals are personally important to you. You are reluctant to get too involved on a practical level with helping people solve their problems if to do so will conflict with your own priorities. You describe yourself as someone who doesn't necessarily feel a duty to fulfil obligations that are externally imposed. Your sense of duty is not automatic – it has to be earned.

You report experiencing frequent and strong feelings of frustration with other people so that it may be difficult for you to remain patient or avoid blaming others when things go wrong.

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 a contentious issue. This is likely to exacerbate not only the conflict but also your own frustration.

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 can find it more difficult than some to accept the interdependencies that arise from team working. You are an assertive person who likes to stay in control of things. You may be inclined to oversell your potential or actual contributions to the detriment of giving credit to others where it is due. With this in mind 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:

  i. 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;

 ii. Scheduling and follow-through – this includes your capacity to be organised, methodical and self-disciplined in working towards your goals and objectives;

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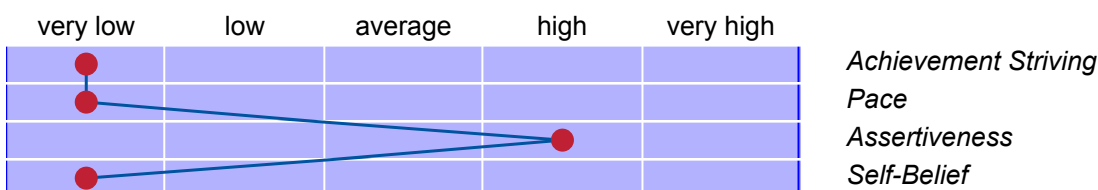
You report less ambition than is typical for the reference group. High aspirations and striving to beat your own personal best are not strong drivers for you in the task of delivering results. You are likely to

prefer to set achievable rather than ambitious targets.

You describe yourself as someone who likes to work steadily rather than rush to delivery. You have a slower pace of work than is typical for the reference group and may be seen by others as lacking a sense of time urgency when it comes to working to deadlines.

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.

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.
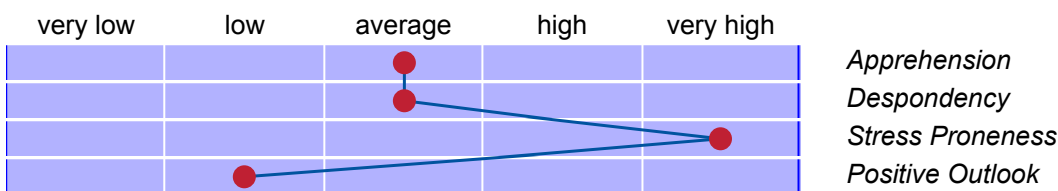
ii. Scheduling and follow-through

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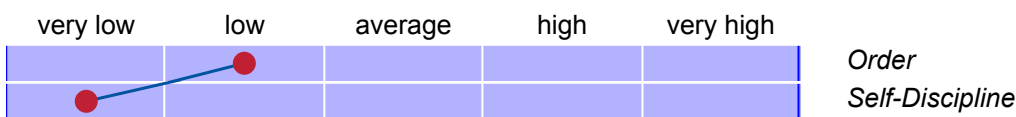
Your approach to tasks is less systematic and methodical than is typical for the reference group. You may be less effective than most at setting up systems for checking quality and progress of tasks or giving clear direction to your colleagues.

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

very low	low	average	high	very high	
					Apprehension
					Despondency
					Stress Proneness
					Positive Outlook

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 responses suggest that you are no more likely to feel dejected, discouraged or anxious that most people.

You do not appear to see yourself as particularly exuberant or high-spirited; you report experiencing positive emotions with less intensity than do most people. This does not mean that you are unhappy, but rather that you may be less optimistic than most people report themselves to be. This can be an advantage if it drives you to anticipate possible problems and limit potential damage. However, it can make you feel more vulnerable. Indeed, you report more feelings of vulnerability and sensitivity to negative stress than most in the reference group. This may relate to your tendency to identify potential problems more clearly than most, so it will be important to take care not to overstate in your own mind the possible downsides of events and situations at the expense of seeing the possible upsides. In addition, it is likely to be important that you have supportive people around you and find ways to regularly relax and wind down in order to recharge your resources for coping.

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:
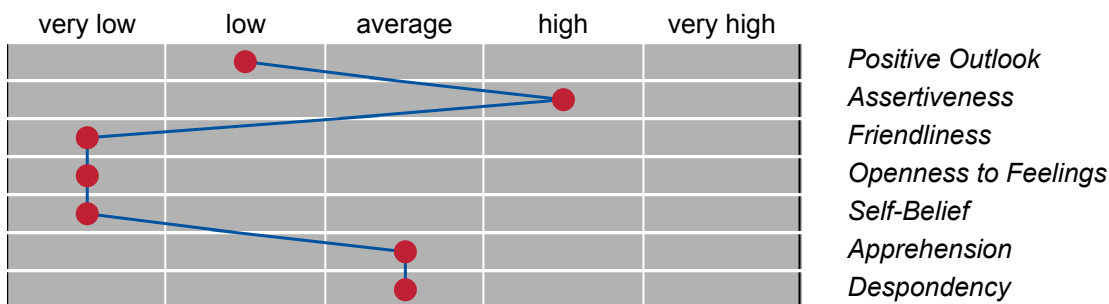
  i. **inspire** people without overwhelming them;
 ii. **focus** on prioritising and planning without being rigid;
iii. **enable** people to take initiative – without appearing to abdicate responsibility, and

   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.

very low	low	average	high	very high	
	●				*Positive Outlook*
			●		*Assertiveness*
●					*Friendliness*
●					*Openness to Feelings*
●					*Self-Belief*
		●			*Apprehension*
		●			*Despondency*

You describe yourself as someone who is not given to shows of exuberance or enthusiasm. You may not convey excitement about your organisation's plans or inspire others with your enthusiasm but you will be seen as someone who takes things seriously and your serious-mindedness can be reassuring.

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 invest less energy than most in getting to know people. While this increases your focus on tasks, it can make others feel that you are detached from them which can detract from inspiring loyalty. Being interested in people is like any other interest. You naturally pay attention to the object of your interest; if people are not the object of your interest then you will naturally be less attentive to them. Nevertheless, while you may not be temperamentally inclined to engage in small-talk, you can choose to consciously take the time to ask people about themselves and draw them out a bit without this detracting from getting things done.

You are a person who focuses on the facts and their implications rather than allowing feelings or gut instincts to sway your analysis or the decisions you make. This is an asset when a situation requires a high level of objectivity – for example when decisions are likely to be unpopular or have harsh consequences for others. However, you may be less effective at spotting the less tangible aspects of situations or responding with empathy to other people's emotional reactions.

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. This tendency to self-doubt, if it is apparent to others, can detract from confidence in your leadership. That said, you are no more likely than most to worry about what might go wrong and when faced with setbacks, although you can feel downhearted or discouraged, you get back on track as quickly as most people.

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.

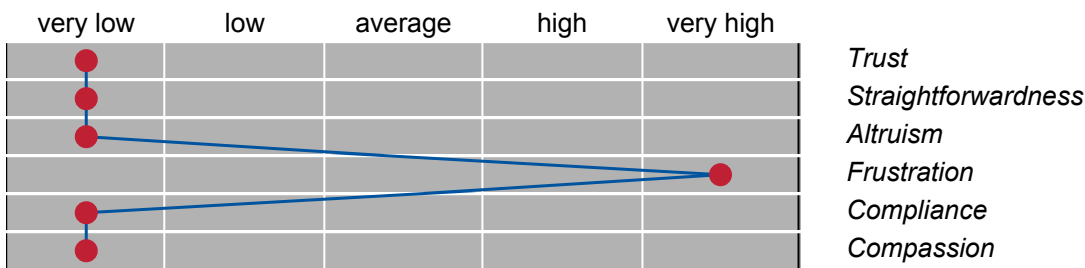| very low	low	average	high	very high	
	●				*Order*
●					*Sense of Duty*
●					*Self-Discipline*

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 describe yourself as a person for whom a sense of duty is not automatic – it has to be earned. You will fulfil obligations when you believe in the importance of doing so but you feel comfortable flexing rules and cutting through red tape when the means justify the end result.

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.

Anna Andersen
Assessment date 21/05/2024 | Age 35;0*

	very low	low	average	high	very high	
	●					*Trust*
	●					*Straightforwardness*
	●					*Altruism*
				●		*Frustration*
	●					*Compliance*
	●					*Compassion*

Your responses suggest that you have a natural inclination to assume that there are usually hidden agendas behind what other people say and do. You read between the lines and are not easily fooled. You are careful about how you present your views to others. You give thought to how you phrase things in order to get people on board with your perspective.
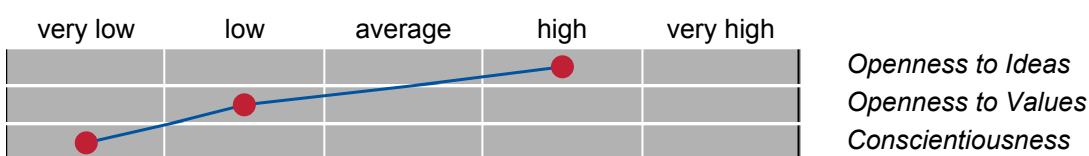
You may need to guard against reading too much between the lines when in fact there is no need to be suspicious of the motives of others. If your lack of trust in fellow team members is apparent to them it can have a deleterious effect on morale and motivation. A lack of trust can also detract from your own sense of wellbeing because it removes an important source of help in coping with pressure – the feeling of being supported by and able to rely on your team.

You describe yourself as more reluctant than most to get personally involved in helping people sort out any problems they may be having. You prefer to take a step back and let them sort out their own problems. This is fine if you are dealing with experienced people who are used to taking responsibility, but it can mean that you are less effective at managing people who need more practical help and support from you than your responses to the questionnaire suggest you are prepared to give. Coaching people to find solutions to practical problems they may encounter in their work can enable people to take initiative in the future.

You are unlikely to be tolerant of poor attitudes or inadequate performance. Indeed you report that you can easily feel frustrated or impatient with below par contributions. You are likely to 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.

	very low	low	average	high	very high	
				●		*Openness to Ideas*
		●				*Openness to Values*
	●					*Conscientiousness*

Anna Andersen
Assessment date 21/05/2024 | Age 35;0*

You enjoy pursuing intellectual interests and exploring new theoretical ideas. That said, one way in which you can be resistant to new thinking is when it goes against your value system. You describe yourself as holding some deeply rooted values which are important to you and which you would be reluctant to compromise.

For you, intellectual pursuits are satisfying for their 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 WEAKEST AREAS	360 STRONGEST AREAS
PERSONALITY HELPS	**Potential strength** Work ON	**Natural strength** Work WITH
PERSONALITY HINDERS	**Resistant limitation** Work AROUND	**Fragile strength** Work ON

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.

RESPONSE STATISTICS

Page focus events

Sorry, page focus information is not available. It could be that the test was completed on paper or before HTS began recording page focus events.

Page focus events occur when a test taker switches away from the test to another window on the computer. For a detailed explanation, please consult the Hogrefe Testsystem Glossary.