

NEO-PI-3

NEO-PI Personality Inventory 3
Primary Colours® Leadership Report

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Standard

ID 7327-65

Dato 18.03.2016

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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 'Normalnorm, menn'. 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.

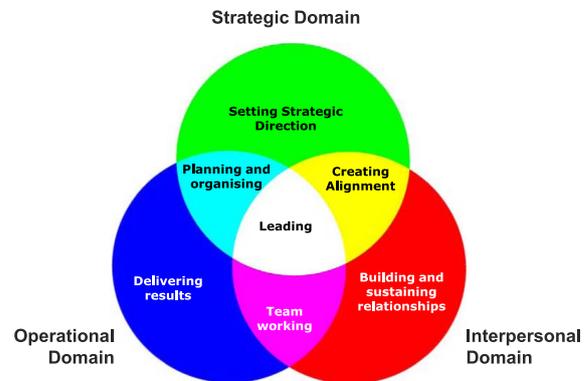
The **operational** domain represents the hands and legs: it gets things done, achieves results and drives the organisation forward. Its principal capability is determination or willpower.

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

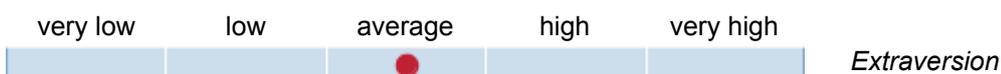
In this section, we look at how aspects of your personality influence three broad aspects of leadership. These are:

- 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.

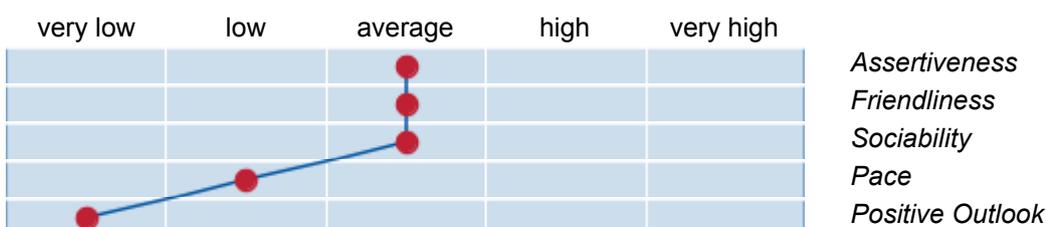
1.1 Your appetite for taking the lead

‘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 engage with people on a personal level to the same extent as most. When it comes to getting your opinions heard, you are not reticent in expressing yourself but you do not impose your views on others; you are prepared to listen too.

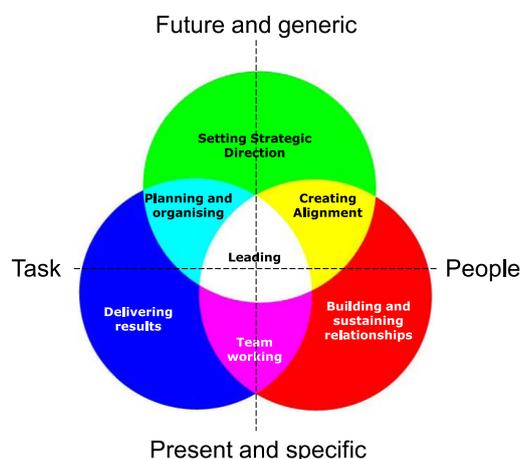
Personal energy is also important in leadership. In terms of personal energy, your responses suggest a more leisurely pace of work compared to the level typically seen in the reference group used to interpret your results. While this, in itself, does not necessarily mean that you are not focused on results, it may impact that way on others who have a greater sense of time-urgency.

Demonstrating a positive attitude as a leader helps to motivate the people you are leading. Your responses suggest that you show less outward enthusiasm than is typical for the reference group. You don't see yourself as an exuberant person and are not 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)

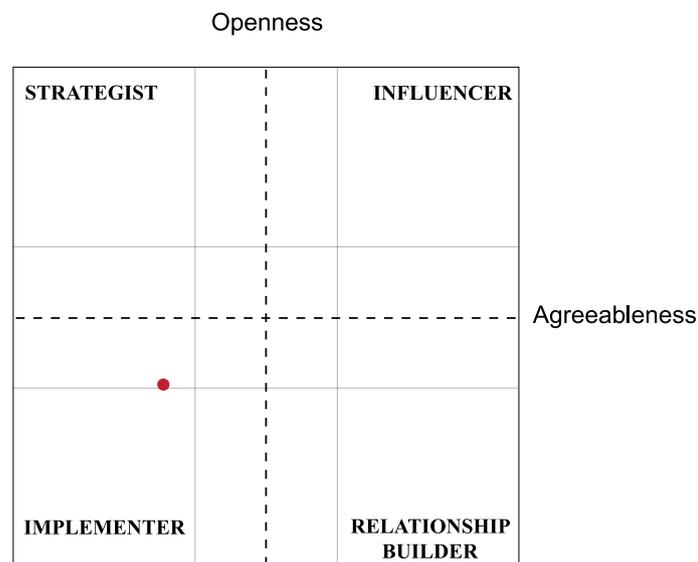
This suggests that there are four different types of leadership contribution: the Strategist (high openness and low agreeableness), the Implementer (low openness and low agreeableness), the Relationship Builder (low openness and high agreeableness) and the Influencer (high openness and high agreeableness).

- 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.



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.

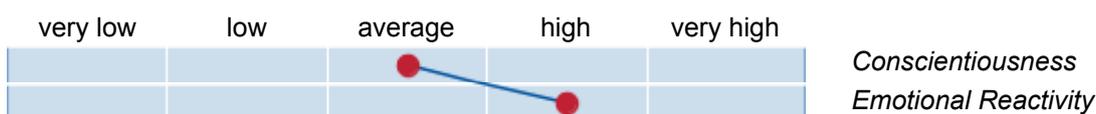
In terms of your leadership contribution, this attitudinal style suggests that your greatest compatibility falls between **'strategist'** and **'implementer'**. The extent to which you actively contribute as a strategist and/or an implementer will further depend on other aspects of your personality, 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.



Your overall level of conscientiousness is average compared to the reference group used. This suggests that you will show behaviours compatible with accomplishing results to the same extent as most.

That said, you report that you experience negative emotions more frequently than most and this is combined with a tendency to doubt your own competence. These aspects can detract from the kind of reassurance that should arise from past mastery. More generally, negative emotions are detrimental to a sense of wellbeing. In these ways your negative emotions may be a barrier to your true potential for 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:

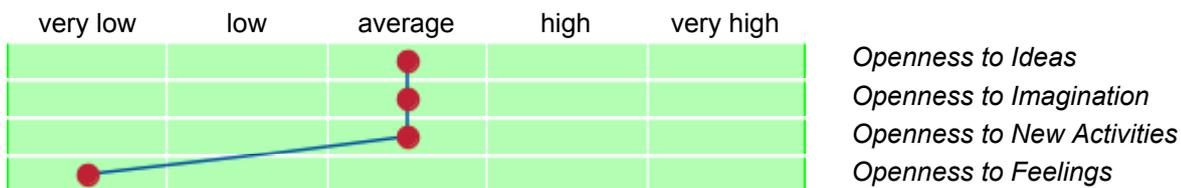
- i. Your openness to the potential inherent in new ideas and ways of doing things;
- ii. How you deal with complexity and ambiguity;
- iii. How you articulate your views when contributing to the strategic debate.

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.



You show an average level of intellectual curiosity. In other words, you are typical of the reference group in the extent to which you enjoy intellectual discussions of new theoretical ideas for their own sake.

You use your imagination as much as most people. That is to say, the way you reflect on and develop ideas balances imaginative thought with focused attention on the nuts and bolts of the idea. Some things on which you might find it useful to reflect are:

- In your current role, how have your ideas influenced your organisation's thinking?
- When have your contributions to debate or the suggestions you've made been rejected or disregarded? What were the weaknesses in the case you were presenting?

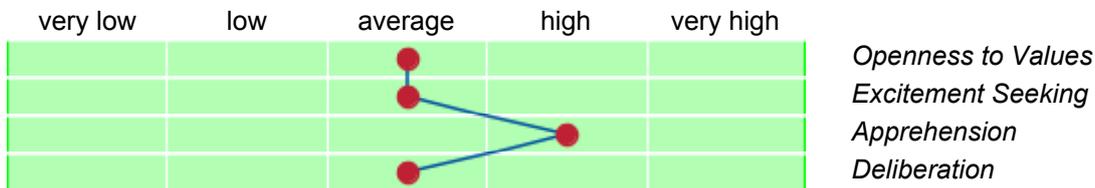
An additional aspect of personality that impacts on how you contribute to the strategic debate is your inclination towards an objective analysis of the facts as they are, whatever your feelings about them. You tend to receive and evaluate ideas in an unemotional way. Your interpretation of information 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.



Regarding the values that underlie your own approach and those of your organisation, you are as willing as most to question and examine these in the context of a fast changing, increasingly diverse and complex world.

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

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

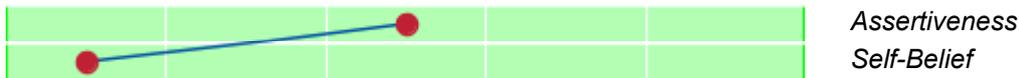
The extent to which you think things through before you form an opinion or take action is typical of the reference group. However, you have a tendency to worry more than most about what can go wrong with a course of action, so that you may focus more on the potential losses than on the potential gains.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

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

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

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

very low low average high very high



In the way that you express your views you are as assertive as most but you don't impose your views in an overly forceful way; you are prepared to let others have their say and to defer to someone else's opinion when it is appropriate to do so.

That said, you seem to have a lower than average faith in your own competence. Your responses suggest that you sometimes feel ill prepared or ineffective so that you may sometimes defer out of lack of faith in yourself rather than because your considered opinion suggests that someone else has made a more valid point. Something to think about:

- Why is it that you have a lack of faith in your own sense of mastery and how does that show itself?

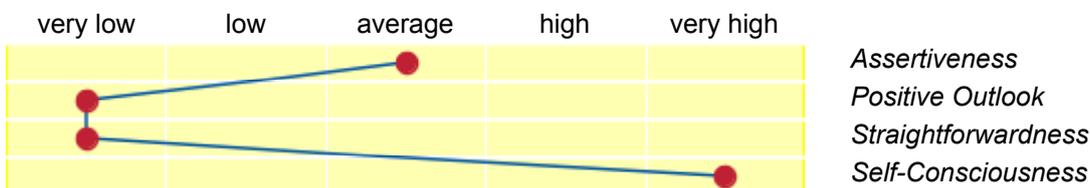
2.2 Creating Alignment

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

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

- 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



You are typical of the reference group in terms of the forcefulness with which you express yourself. Generally, when it is appropriate to state your opinions you don't hold back from doing so, but nor do you dominate the conversation; you let others have their say too.

You describe yourself as someone who is very aware of the politics surrounding the messages you

need to put across. You are very mindful of how best to phrase things in order 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.

Your responses suggest that you are a serious-minded individual. The advantage of your serious-mindedness is that it can add gravitas to your 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 can 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.

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

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

ii. Clarity

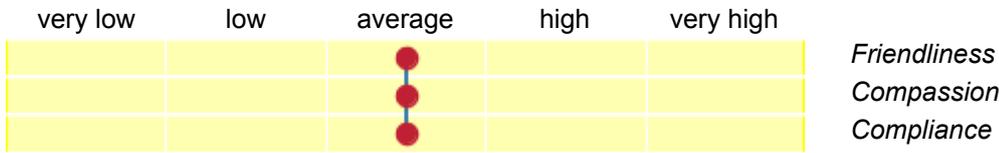


When you are putting together a business case you will be as systematic and methodical as most at gathering the information you need to construct your arguments.

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

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 consideration of the concrete implications and practical necessities associated with 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.

iii. Interaction

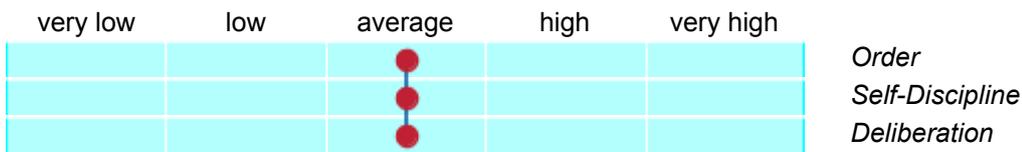


In terms of the energy you invest in establishing rapport with other people, you are as likely as most to chat informally and draw people out about themselves. You are typical of the reference group in terms of your compassion and capacity to feel sympathy for others. These characteristics at this level will be sufficient to encourage many people to raise questions and air their feelings, giving you the opportunity to address any misgivings they may have about a proposal. Be aware, though, that some people may need more coaxing to voice any misgivings.

You are as concerned as most to maintain harmony and co-operation in your relationships. You are unlikely to provoke interpersonal conflict but when a confrontation arises you will stand up for your perspective.

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.



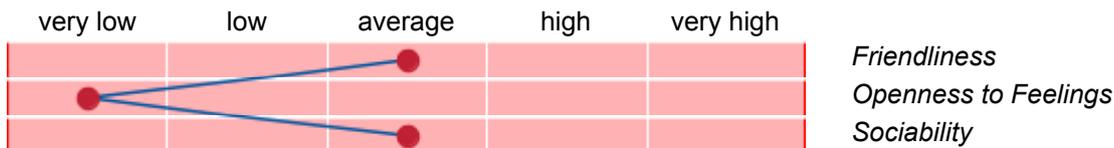
Compared to the reference group you have a typical level of personal organisation. This suggests that you are as systematic and methodical as most in terms of planning.

You are as self-disciplined as most in terms of maintaining your focus and seeing plans through to completion.

You are likely to construct your plans with sufficient forethought to ensure they are effective but without deliberating so long that you miss opportunities by delaying putting the plan into motion.

2.4 Building and Sustaining Relationships

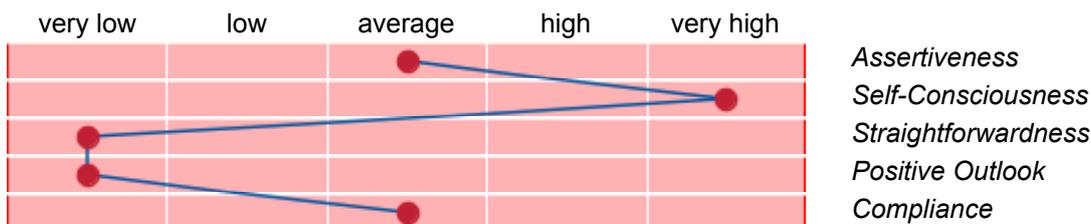
This task is about forming robust and effective relationships with key stakeholder groups. It lies squarely within the interpersonal domain. This includes building and maintaining trust, credibility and goodwill. Below, we explore your specific strengths and weaknesses with regard to effectiveness at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



Compared to the reference group you invest as much energy as most in getting to know people by chatting informally to them and establishing rapport.

You are as likely as most to embrace opportunities for networking but you like to achieve a balance between the time you spend socialising in large gatherings and the time you spend alone or in one-to-one meetings.

You are a highly objective person and this will be apparent in the way you respond to others. While you might acknowledge any expressed feelings, more subtle emotional messages that indicate unexpressed feelings or inconsistency between what is said and what is felt may go unnoticed by you. In this way, despite your friendliness and the attention you pay to people, your understanding of them can lack insight at an emotional level.



You are as assertive as most and so will initiate contact with others rather than waiting for them to come to you. That said, you describe yourself as highly self-conscious which suggests that you may over-analyse how you are coming across or worry after the event about what people thought of you.

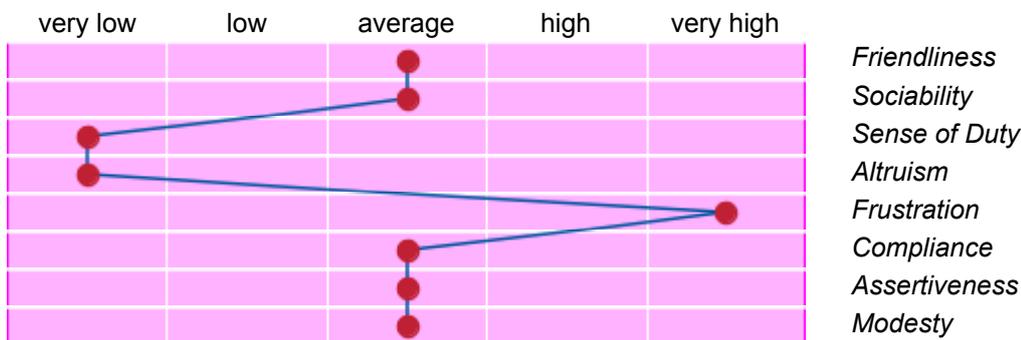
You are diplomatic in the way you speak about your organisation and you come across as serious-minded in discussing what is realistically possible in terms of future achievements.

You are as concerned as most to maintain a harmonious and co-operative atmosphere but you

recognise that interpersonal conflict is part of all relationships and you accept that it will sometimes arise. When it does you will generally try to resolve the issues rather than backing down or compromising too quickly.

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 have a typical level of interest in getting to know people. As a team member you enjoy small-talk as much as most, but you balance this interest with keeping a focus on the task at hand.

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. Even when you feel frustrated you will try to co-operate and maintain harmony to the same extent as most. Nevertheless, it may be difficult for you to remain patient and avoid blaming others when things go wrong. 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 are as assertive as most in putting forward your views to the team. You will listen to the opinions of others and defer to these when it is appropriate to do so.

You don't oversell your own 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:

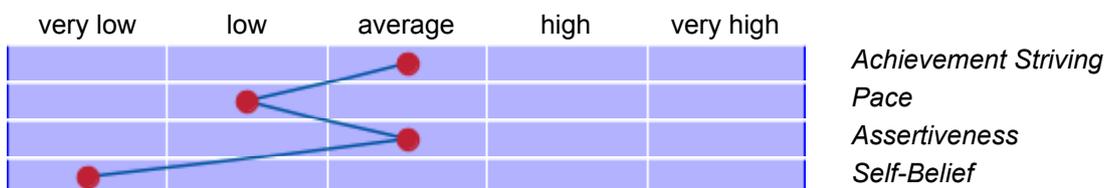
- What is missing from the team when you aren't there and who else in the team, with encouragement from you could fulfil this contribution?
- What do other members of the team bring to the table that you don't? In what ways do you acknowledge these contributions and how do you encourage more of the same?

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



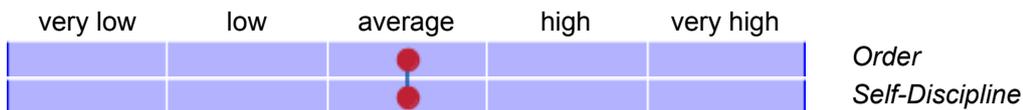
Your need for personal achievement is within the average range for the reference group. You balance personal ambition concerning work goals with other aspects of life outside of work.

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 don't hold back from taking the lead. You assert your views and take the reins to the same extent as most but you don't over-control things; you let other people have their say and are willing to defer leadership to others when it seems appropriate to the situation.

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.

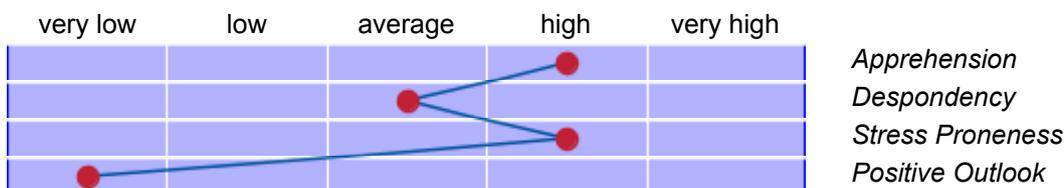
ii. Scheduling and follow-through



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 as self-disciplined as most in the reference group: as likely as most to see tasks through to completion and overcome obstacles in order to deliver results to time.

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 report experiencing positive emotions with less intensity than is typical of the reference group; you do not appear to see yourself as particularly exuberant or high-spirited. This does not imply that you are necessarily unhappy, but rather that you may be less light-hearted or optimistic than most people report themselves to be. Your responses suggest that you deal with disappointments and setbacks as

well as the next person, and are no more likely to be discouraged or despondent than most.

You report more anxiety than most, so you may tend to feel apprehensive about the future; you may worry and dwell on things that could go wrong. This can have an upside if it drives you to anticipate possible problems and limit potential damage. On the downside, worrying too much can exacerbate the experience of negative stress and make you feel more vulnerable.

Being aware of your anxiety is the first step in learning to manage it. The next step involves becoming more conscious of the thoughts, attitudes or beliefs that underlie the anxiety you feel. It is the thoughts we have about events rather than the events themselves that influence our emotions, but often these thoughts are so automatic that we aren't conscious of them. When we deliberately focus on our automatic thoughts about events or situations, we become able to identify self-defeating attitudes or beliefs and challenge them so that they lose their power.

2.7 Leading

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

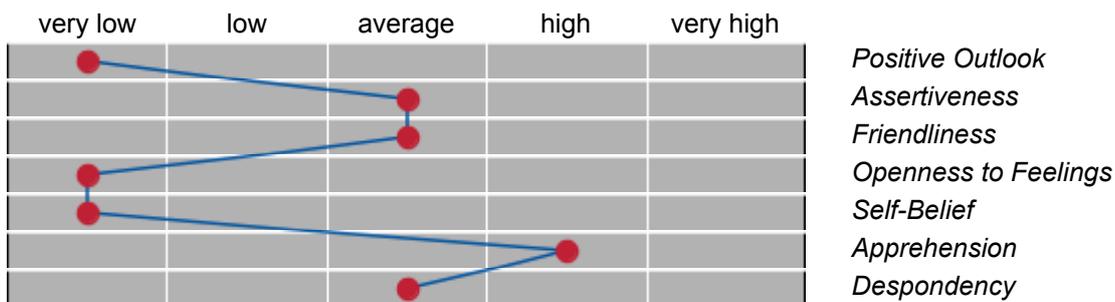
Developing effectiveness at leading requires the capacity to:

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

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

i. Your capacity to inspire

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



You 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.

Your average level of assertiveness means that you will be willing to let others have their say so that you won't intimidate people or shut them down by being overly controlling. At times though, people may look to you to give stronger direction than you are temperamentally inclined to do.

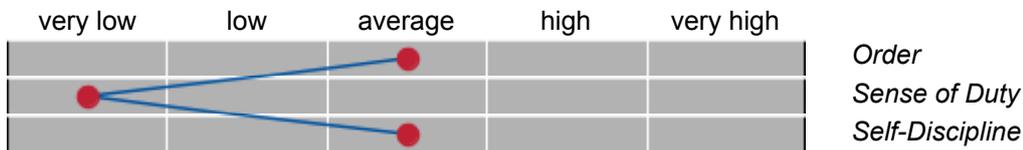
You invest an average amount of energy in getting to know others: enough to make them feel that you are interested in them without overdoing it to the extent of allowing small-talk to become intrusive or detract from task achievement.

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 – and the interest you show in other people at a personal level will cushion any negative impact from any necessary tough messages.

You report that you often doubt your own competence to deal with what life throws at you so that you work best in environments where support from colleagues is readily available. You worry more than most about things that might go wrong. When you are faced with setbacks you can feel discouraged but 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.



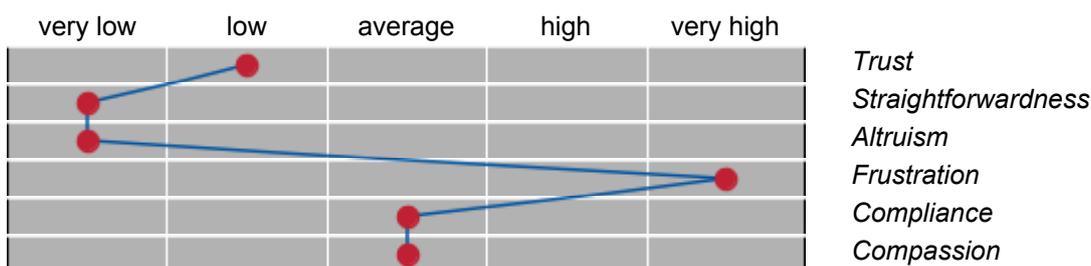
Personal organisation is not a notable strength of yours but nor is it lacking. Your responses suggest that you are typical of the reference group in terms of how systematic, methodical and detailed you are in drawing up plans and monitoring these for progress.

You 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 have a typical level of self-discipline. You are as driven as most to see tasks through to completion and overcome obstacles in order to achieve results. You are likely to vary the effort you put into different tasks depending on their importance or urgency.

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.



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 but you will aim to resolve things in a way that maintains harmony and promotes co-operation.

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 an average level of intellectual curiosity. That is to say you balance the pursuit of intellectual activities for their own sake or discussions of a purely theoretical nature with a concern to engage with more concrete or proven methodologies. You are as open as most to what can be learned from values and beliefs that are different from your own. Your average level of conscientiousness suggests you will consider how the results of your reflections are relevant to the way you, your team or your organisation go about making things happen and achieving 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	<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.

SVARSTIL

Sidefokus

For denne målingen finnes det ingen verdier på sidefokus.

Sidefokus viser hvor ofte en testperson forlater testen.

