NEO-PI-3

NEO Personality Inventory-3
Primary Colours® Leadership Report

Maxine Rabe Självskattning
ID 5584-14263
Datum 2019-01-29

hogrefe

INLEDNING

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 'Svenska normer, kvinnor'. 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.

- 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
		Agreeableness
●		
IMPLEMENTER		RELATIONSHIP BUILDER
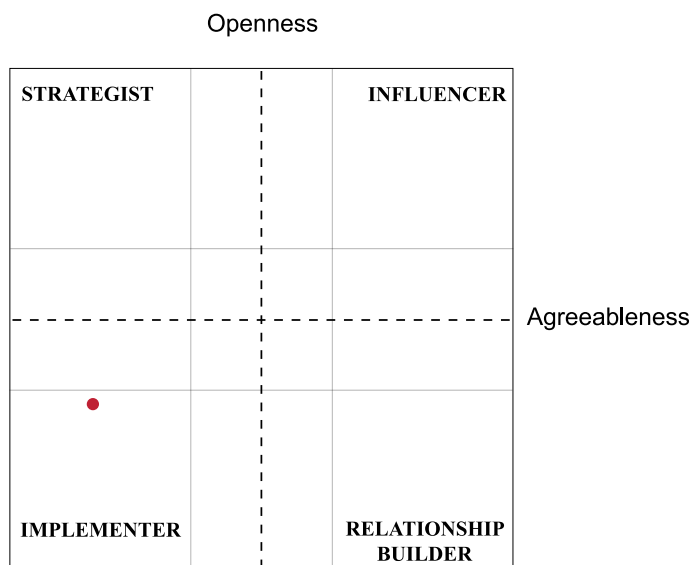
Broadly, your attitudinal style is best described as present-focused and task oriented. Your responses suggest that you prefer to focus on what is immediately necessary and that you base your decisions

on concrete, established facts rather than possibilities or intangible aspects. Less influenced than most by the views and concerns of other people, you are an independent thinker; you work things out for yourself.

This attitudinal style is most compatible with the leadership contribution of the **'implementer'**. The extent to which you actively contribute as an implementer will further depend on other aspects of your personality, such as the energy you bring to tasks and 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 implementer are 'Planning and Organising' and 'Delivering Results'. Section 2 also discusses how your personality supports you in achieving each of the other five leadership tasks delineated by the Primary Colours Model.

1.3 Your likely effectiveness as a leader

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

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

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

very low	low	average	high	very high	
	●				*Conscientiousness*
		●			*Emotional Reactivity*

Your responses to the questionnaire indicate that, overall, your level of conscientiousness is lower than is typical for the reference group used. This suggests that, regardless of whatever potential you may have, you do not always behave in ways that are compatible with actual accomplishment. This

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

The task of setting strategic direction 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

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?
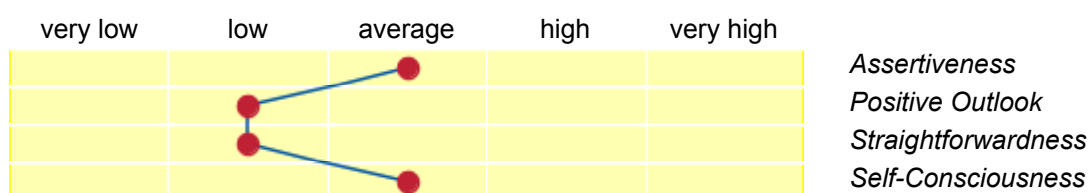
2.2 Creating Alignment

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:

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

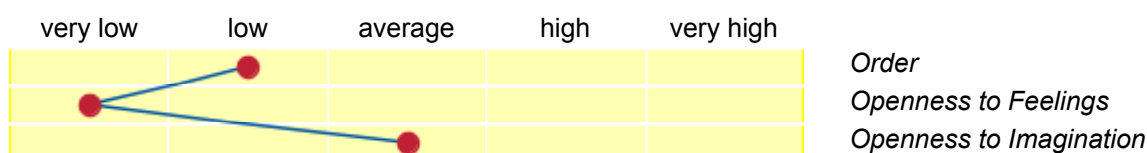| very low	low	average	high	very high	
		●			*Assertiveness*
	●				*Positive Outlook*
	●				*Straightforwardness*
		●			*Self-Consciousness*

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 communicates with a high awareness of the politics surrounding the messages you need to put across. You are mindful of how best to express things to encourage the reaction you want. You are sensible about what information to share and what information needs to be held 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 may 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 might detract from your persuasiveness in terms of motivational impact. Here again, asking for feedback on this aspect of your style 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 attend as much as most to practical details and immediate necessities. This suggests that you will balance consideration of the possibilities arising from new initiatives with the concrete implications of them. Such balance has the potential to increase the clarity with which people understand the importance of new initiatives as well as the actualities of how changes will impact.

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 feelings about the information at your disposal.

That said, you report that you are less systematic and methodical than average 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.

iii. Interaction

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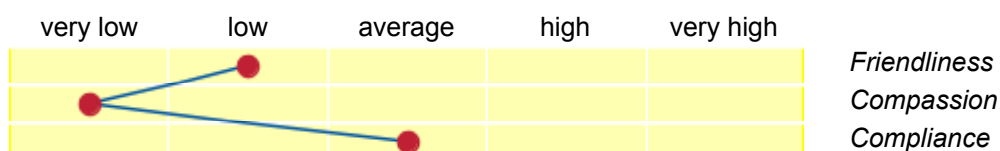
In order to create alignment, it is important that you encourage people to raise questions and air their feelings so that you can address these and thereby increase the likelihood of buy-in. People need to feel that you are interested in their perspectives.

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 as concerned as most in the reference group 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.

very low	low	average	high	very high	
	●				*Order*
	●				*Self-Discipline*
		●			*Deliberation*
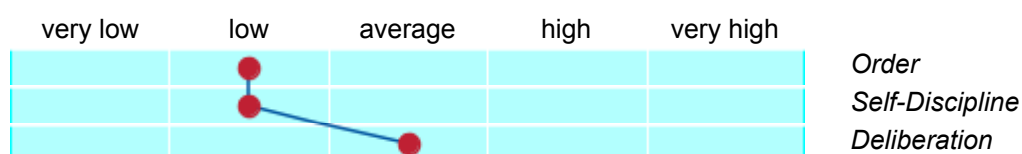
You give as much thought as most to anticipating the consequences of particular courses of action and how to limit the damage of any potential blocks to success.

That said, you may find it difficult sometimes to make yourself do what you know you need to do so that you procrastinate or switch your focus to other things. Your attention sometimes switches before you have given yourself time fully to get to grips with an issue. Perhaps you have so much to do right now that you are over-stretched or perhaps you are under-stimulated. On the other hand, it may be

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