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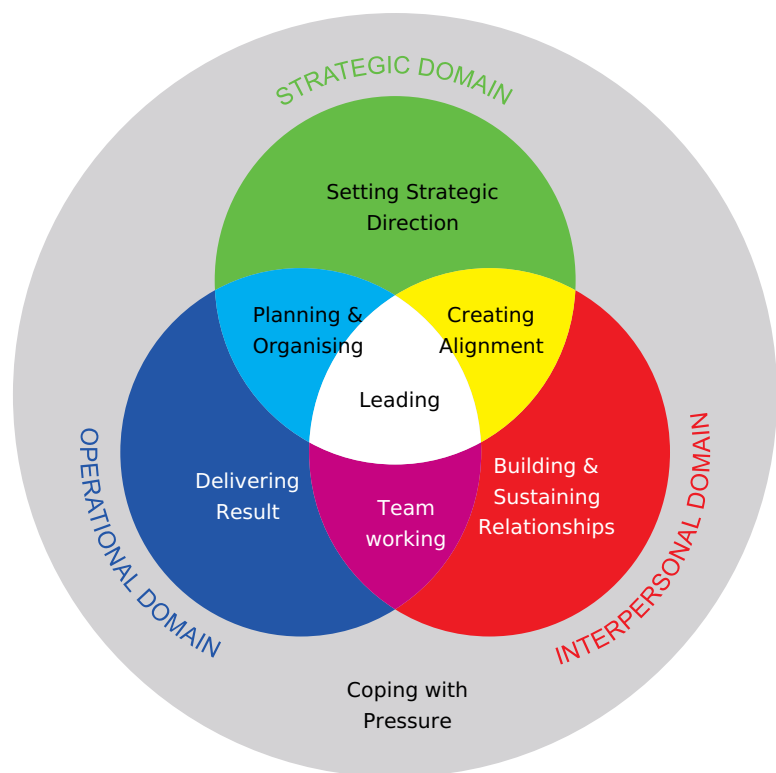
Leadership Report Personality Factors (PF48)

Maxine Muster

Disclaimer

This is a confidential report on the participant named above. It is designed to be used to support the assessment of the individual. Whilst it provides valuable insight into the individual's characteristics, it should not be used in isolation or be regarded as a complete assessment. Edgumbe Consulting Group Ltd accepts no liability for the consequences of the use of this report or its contents by any persons other than its authors for whatever purpose.

Primary Colours® of Leadership



Primary Colours® Leadership Model

Setting Strategic Direction
What are we going to do and not do, and why? Defining the vision, mission, purpose and goals for the organisation or parts of it.
Creating Alignment
How do we get people on board? Securing understanding of, and commitment to, the vision, mission and strategy. This may also involve building commitment to specific programmes and initiatives.
Planning & Organising
How will we implement the strategy? Establishing and implementing structures, plans and processes.
Leading
Creating the conditions for success. This includes inspiring confidence and trust; focusing efforts on priorities; enabling individuals and groups; reinforcing the right behaviours; and helping people to learn.
Building & Sustaining Relationships
Forming robust and effective relationships with all key stakeholders. Includes building and maintaining trust, credibility and goodwill. Sustaining involves working through conflict.
Team Working
Forming, maintaining and working effectively in teams. This is about working well with others and getting things done in teams. At a senior level, this includes creating, building and disbanding teams.
Delivering Results
Achieving the intended results. Driving individuals, teams and organisations to deliver results, overcoming obstacles and injecting pace.
Coping with Pressure
Maintaining the psychological and physical resources to lead. This involves developing awareness as well as management of emotions. This provides the foundation upon which leadership stands.

Overview

Introduction

This report aims to enhance your understanding of how your personality helps and hinders you in developing leadership competence. It explores the type of leadership to which you are most suited to, 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 functions.

Personality Factors

This reports is powered by HUCAMA Personality Factors. This self-report questionnaire covers the Big 5 model of personality combined with the wider Great 8 model (Kurz & Bartram, 2002) developed for the world of work. HUCAMA Personality Factors consists of 8 overarching factors with 48 underlying facets. Particular personality characteristics could be helpful for some role aspects but potentially unhelpful for others.

Primary Colours

The report relates your personality characteristics to the Primary Colours® Leadership Model outlined originally 2012 in a book by David Pendleton and Adrian Furnham which is now in its 3rd edition. Edgumbe’s research and consulting experience with leaders indicates there are 8 Leadership Functions that leaders are required to fulfil, which feed into three domains: STRATEGIC, INTERPERSONAL and OPERATIONAL.

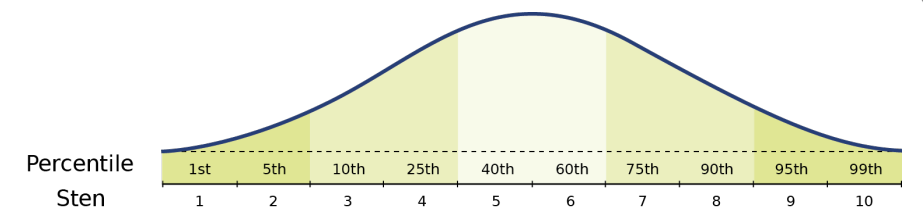
Report Scales

The report uses HUCAMA Personality Factors to assess the 8 Leadership Functions and the three domains of the Primary Colours® leadership model. It also features 24 Leadership Sub-Functions that are assessed by pairing up relevant facets.

Norm Group

Results are compared to a norm group consisting of individuals who completed the questionnaire before: Professionals & Managers. Sten scores ranging from 1-10 are used to display results for personality characteristics. 40% of the comparison group obtain a typical score (Sten 5 or 6). The further away from this you are, the greater the impact this characteristic is likely to have on your leadership effectiveness.

Normal Distribution



Interpretation

Your personality can be viewed as a set of characteristics that naturally disposes you to some leadership functions more than others. The results are affected by your response style so that you should concentrate on the pattern of your results. Higher scoring areas come more natural to you while for lower scoring areas, more deliberate effort may be required to perform these well.

Decision Support

This report is confidential and has a validity period of approximately 12 months. It is intended for use by individuals who are competent in the interpretation of the Primary Colours Leadership Report. For high-stakes decision-making the results should be discussed in an interactive session.

Leadership Domains

The Primary Colours® Leadership Model features strategic, interpersonal and operational domains. We expect to see that leaders will focus on some domains more so than others and there is a tension that may exist between these. The chart shows your results on the three domains and where you may be more or less focused. Reflect on the pattern of scores and how these manifest at work. The scores in brackets below are your own scores.

The overall Leadership Focus score, which is based on aggregating all your leadership behavioural scores together, is extremely high (10). Your variability of scores across the domains is uniform. You are likely to use each domain of leadership equally.

STRATEGIC DOMAIN (10)

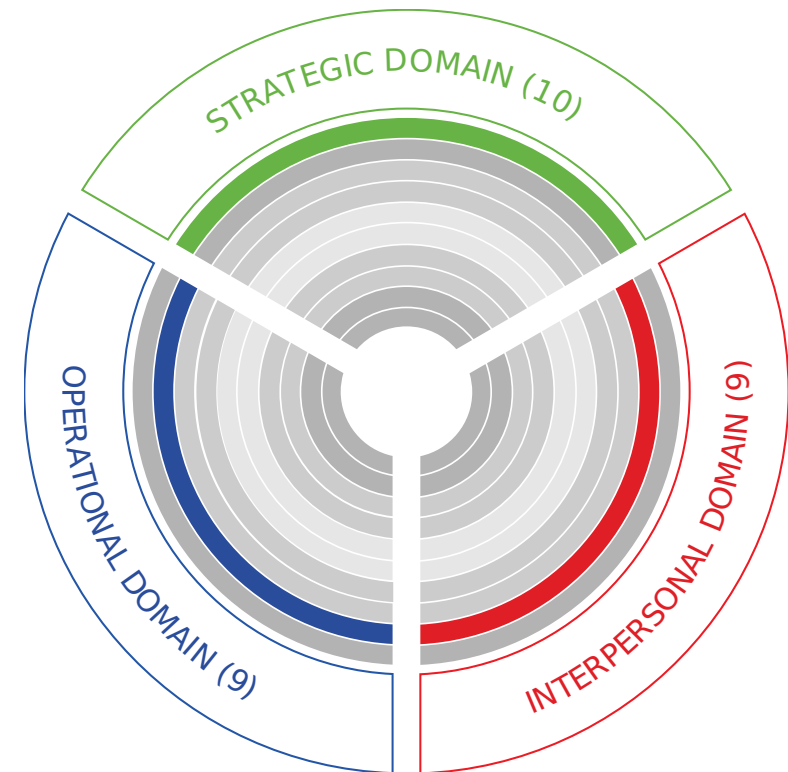
This is about making sense of what is going on, envisaging the organisation's future and creating plans to take it forward. *Your focus on strategic leadership is extremely high. The implication is that you are likely to be much more effective than most leaders in roles where the emphasis is on defining which products, services, markets, customers and capabilities the company should focus on.*

INTERPERSONAL DOMAIN (9)

This concerns feelings, people and how relationships are maintained. *Your focus on interpersonal leadership is very high. The implication is that you are likely to be more effective than most leaders in roles where the emphasis is on building and sustaining effective relationships with others.*

OPERATIONAL DOMAIN (9)

This is about getting things done, achieving results and driving the organisation forward. *Your focus on operational leadership is very high. The implication is that you are likely to be more effective than most leaders in roles where the emphasis is on managing the operational delivery of products and services.*



Leadership Functions

Eight Leadership Functions are at the heart of the Primary Colours Leadership Model. Each domain is underpinned by Leading and Coping with Pressure together with three other Leadership Functions. The graph illustrates how the eight Leadership Functions relate to the three domains and shows your score on the eight Leadership Functions as well as the three domains. Your own scores are shown in the brackets after the Leadership Domains below and for the Leadership Functions in the diagram on the right-hand side.

STRATEGIC DOMAIN (10)

- Setting Strategic Direction
- Creating Alignment
- Planning & Organising

INTERPERSONAL DOMAIN (9)

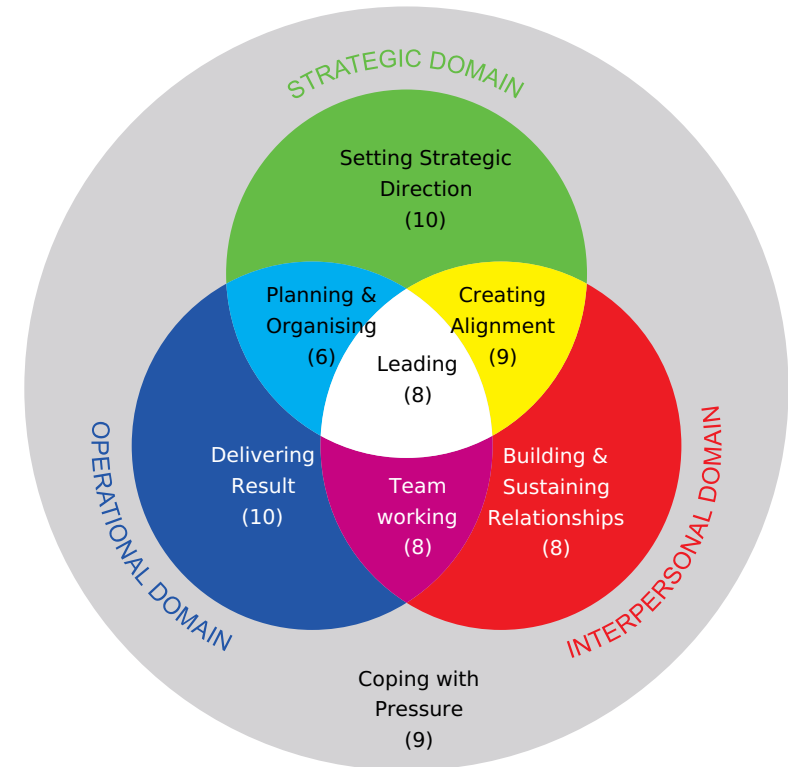
- Building Relationships
- Creating Alignment
- Team Working

OPERATIONAL DOMAIN (9)

- Delivering Results
- Planning & Organising
- Team Working

Leadership Sub-Functions & Facets

Each Leadership Function in the Primary Colours Leadership Model features three Sub-Functions underpinned by two Facets. The results on the Leadership Functions, Sub-Functions and Facets are interpreted and profiled on the pages that follow. The last section covers what impact your leadership approach is likely to have based on your highest and lowest scoring Leadership Sub-Functions.



Leadership Profile

Setting Strategic Direction	10	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Exploring Possibilities	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Handling Complexity	10	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Creating a Vision	10	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

Building & Sustaining Relationships	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Making Connections	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Expressing Feelings	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Resolving Conflict	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

Creating Alignment	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Convincing Others	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Tackling Disagreement	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Inspiring Commitment	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

Team Working	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Collaborating with Others	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Taking Action	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Supporting People	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

Planning & Organising	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Designing Systems	5	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Applying Rules	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Ensuring Quality	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

Delivering Results	10	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Raising Aspirations	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Measuring Outcomes	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Achieving Goals	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

Leading	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Providing Direction	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Stimulating Learning	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Adapting Decisions	5	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

Coping with Pressure	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Maintaining Composure	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Demonstrating Resilience	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Managing Emotions	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

Setting Strategic Direction

Setting Strategic Direction is the Leadership Function that is at the heart of the STRATEGIC DOMAIN. Sub-Functions are concerned with the exploration of possibilities, the analysis of problems, and the development of a creative vision. *You have an extremely high focus on Setting Strategic Direction.*

Setting Strategic Direction	10	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Extremely High Focus
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Sub-Functions

Exploring Possibilities is about embracing change and opportunities.

Exploring Possibilities	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Very High Focus
Change Orientation	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">• Prefers variety to routine
Opportunity Focus	10	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">• Takes advantage of opportunities

Handling Complexity involves analysing and problem solving.

Handling Complexity	10	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Extremely High Focus
Analysis	10	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">• Is strongly inclined to critically evaluate arguments
Complexity Orientation	10	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">• Very much likes to develop concepts and think through ideas

Creating a Vision concerns creative thinking to envision the future.

Creating a Vision	10	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Extremely High Focus
Originality	10	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">• Pursues original innovation
Imagination	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">• Believes in the importance of creativity and design

Creating Alignment

Creating Alignment is a Leadership Function that interfaces with the STRATEGIC DOMAIN and the INTERPERSONAL DOMAIN. It is concerned with the communication of strategic concepts to gain support and synergies. *You have a very high focus on Creating Alignment.*

Creating Alignment	9	<div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>	Very High Focus
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Sub-Functions

Convincing Others is concerned with communicating information persuasively.

Convincing Others	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Very High Focus
Fact Focus	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">Is very interested in reading and writing
Persuasiveness	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">Influences others

Tackling Disagreement is about calling out problems and addressing differences of opinion.

Tackling Disagreement	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High Focus
Directness	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">• Mostly says what comes to mind
Confrontation	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">• Is inclined to confront people

Inspiring Commitment involves leveraging self-belief and conviction to inspire and motivate others.

Inspiring Commitment	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Very High Focus
Self-Belief	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">Strongly believes in own capabilities
Empowerment	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">Likes to be an inspiring motivator

Planning & Organising

Planning & Organising is a Leadership Function that interfaces with the STRATEGIC DOMAIN and the OPERATIONAL DOMAIN. It is concerned with the implementation of strategic concepts to drive desired outcomes. *You have a moderate focus on Planning & Organising.*

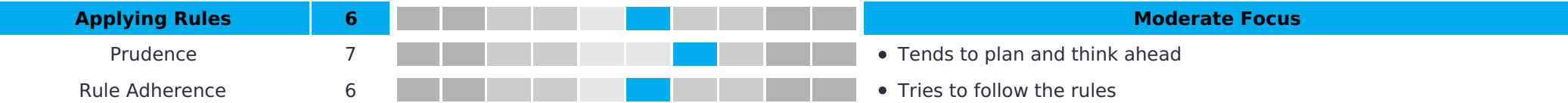


Sub-Functions

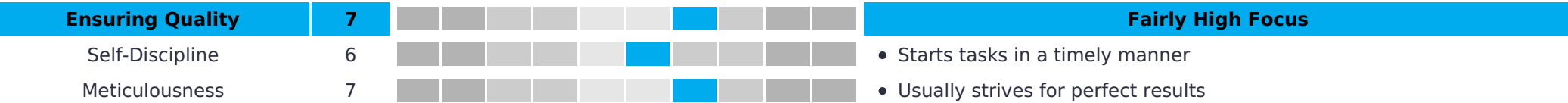
Designing Systems is concerned with the development of robust technologies and systems.



Applying Rules involves execution of established plans and processes.



Ensuring Quality is about ensuring that details are checked and mistakes corrected in a timely manner.



Leading

Leading is a Leadership Function that interfaces equally with the STRATEGIC DOMAIN, the INTERPERSONAL DOMAIN and the OPERATIONAL DOMAIN. It is the central function concerned with the orchestration of all leadership tasks to deliver organisational success. *You have a high focus on Leading.*

Leading	8		High Focus
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Sub-Functions

Providing Direction is concerned with taking charge and galvanising support for propositions.

Providing Direction	8										High Focus
Independence	8										<ul style="list-style-type: none"> • Tends to come up with own opinions arguments and approaches
Assertiveness	7										<ul style="list-style-type: none"> • Likes to take the lead

Stimulating Learning is about fostering continuous improvement both personally and in others.

Stimulating Learning	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Very High Focus
Learning Orientation	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">• Is very interested in studying and self-improvement
Development Orientation	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">• Has a very sharp eye for talent and performance

Adapting Decisions involves responding to changes with agility and adjusting decisions.

Adapting Decisions		5	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Moderate Focus	
Adaptability	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">• Responds flexibly to changes		
Decisiveness	2	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none">• Takes a lot of time to make decisions		

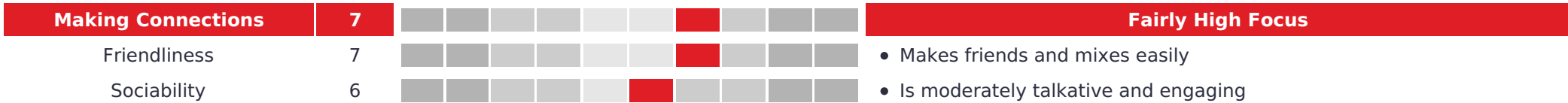
Building & Sustaining Relationships

Building & Sustaining Relationships is the Leadership Function at the heart of the INTERPERSONAL DOMAIN. Sub-Functions are concerned with establishing and developing relationships, showing engagement and interest as well as facilitating dialogue. *You have a high focus on Building & Maintaining Relationships.*



Sub-Functions

Making Connections is about reaching out and welcoming people.



Expressing Feelings is about showing engagement and authentically sharing concerns.



Resolving Conflict involves perceiving situations astutely and investing trust in relationships.



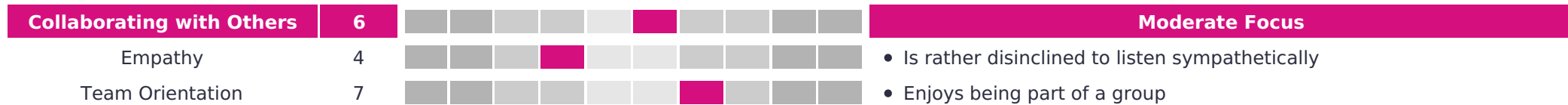
Team Working

Team Working is a Leadership Function that interfaces with the INTERPERSONAL DOMAIN and the OPERATIONAL DOMAIN. It is concerned with relationship dynamics that synergise efforts and drive results. *You have a high focus on Team Working.*

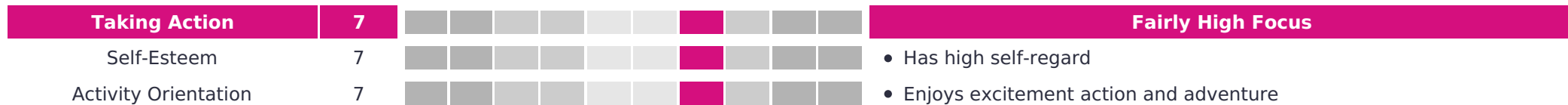


Sub-Functions

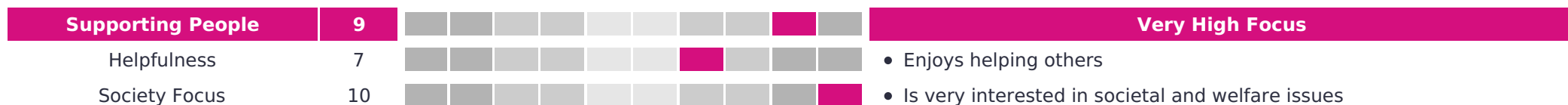
Collaborating with Others concerns understanding people and building up team spirit.



Taking Action is about valuing your own contribution and initiating activity.



Supporting People involves selflessly helping individuals and pursuing equality.



Delivering Results

Delivering Results is the Leadership Function that is at the heart of the OPERATIONAL DOMAIN. Sub-Functions are concerned with driving success and advancement, measuring performance, and driving successful delivery. *You have an extremely high focus on Delivering Results.*



Sub-Functions

Raising Aspirations is concerned with lifting expectations and motivation to extraordinary levels.



Measuring Outcomes is about quantifying success and minimising costs.



Achieving Goals involves persistence and striving to accomplish objectives.



Coping with Pressure

Coping with Pressure is a Leadership Function that interfaces equally with the STRATEGIC DOMAIN, the INTERPERSONAL DOMAIN and the OPERATIONAL DOMAIN. It is concerned with the inner confidence and hardiness that underpins successful leadership. *You have a very high focus on Coping with Pressure.*



Sub-Functions

Showing Confidence involves conveying a sense of confidence and maturity.



Demonstrating Resilience is about remaining calm under pressure and resourcefully handling setbacks



Managing Emotions is concerned with rational and steadfast regulation of emotions.



Strength Impact Areas

It is always beneficial to reflect on how we behave and consider that all traits have potential upsides and downsides depending on the situation and how we consciously act. Most people are aware of their own strengths and weaknesses to some degree and have learned coping strategies to adjust how they behave in specific situations. The stronger a characteristic is, the harder this adjustment can be. The following section of the report is based on your highest Leadership Sub-Function scores.

In the left-hand column below, you can see the name of each Sub-Function in bold as well as the associated Leadership Function it sits within.

Most people gravitate to using their strengths and feel more fulfilled if able to play to these. On the left-hand column you can see your highest scoring Leadership Sub-Functions and alongside this you will see the associated Positive Impact. Read the statements describing your key strengths that drive your job satisfaction and leadership performance and reflect on how well you are able to harness these when leading others.

Our strengths can become liabilities when overused. In the right-hand column you can note the Overuse Risks associated with high scores on these Leadership Sub-Functions. Think of the consequences for other people who may experience your leadership and reflect on how you can mitigate such risks in the future.

	Positive Impact	Overuse Risk
Setting Strategic Direction Handling Complexity	Dives into complex problems and finds solutions.	Could overthink problems or be perceived as too critical.
Setting Strategic Direction Creating a Vision	Generates innovative ideas and concepts.	Could distract with ideas that others may find unrealistic or eccentric.
Leading Stimulating Learning	Drives continuous improvement and development for self and others.	Could overly focus on development at the expense of other priorities.
Creating Alignment Inspiring Commitment	Confidently inspires and motivates individuals.	Could be overly self-assured and charismatic.
Creating Alignment Convincing Others	Convinces others through presenting a factual case.	Could be seen as over-selling a proposition or as pushy.
Team Working Supporting People	Demonstrates concern for others' welfare and seeks to offer support.	Could become self-sacrificing and neglect own needs.

Development Impact Areas

Many leaders shape their roles to capitalise on their own strength and minimise the impact of their weaknesses. Developmental activities can help to address problematic areas. The following section of the report is based on your lowest Leadership Sub-Function scores.

In the left-hand column below, you can see the name of each Sub-Function in bold as well as the associated Leadership Function it sits within.

In the middle column you can note your areas of Limited Impact based on your responses and the left-hand column will show which Leadership Sub-Function this relates to. Below you will find statements describing key areas where you may find it harder to make a positive impact. Reflect on these points and consider what impact they may have on how others may experience your leadership.

In the right-hand column you can note the Underuse Risks associated with these Leadership Sub-Functions. Underuse of these behaviours can negatively impact on your leadership effectiveness. It may be beneficial for you to develop yourself in these areas, work with others who have complementary strengths, or find ways to work around situations where these behaviours are important.

	Limited Impact	Underuse Risk
Leading Adapting Decisions	Limited agility to respond to changes.	Could procrastinate and come across as rigid.
Planning & Organising Designing Systems	Limited inclination to systematically develop technologies.	Could undermine performance by tolerating poor systems or procedures.
Team Working Collaborating with Others	Limited interest in cooperating with others.	Could come across as aloof and self-sufficient.
Planning & Organising Applying Rules	Limited inclination to stick to plans and rules.	Could be inconsistent and unpredictable.