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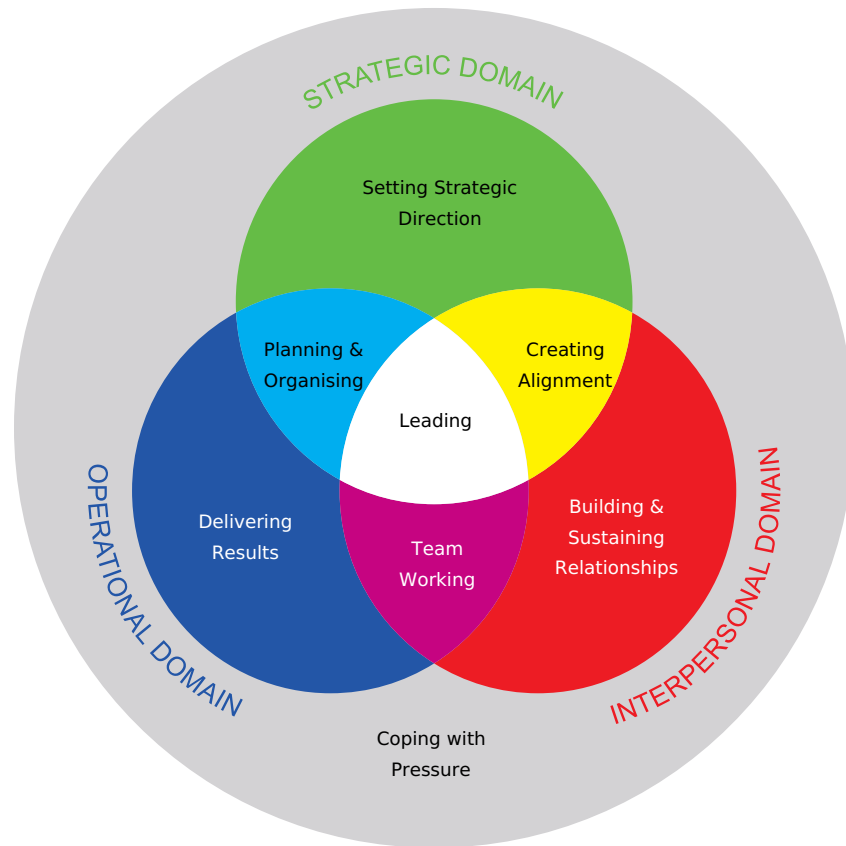HUMAN CAPITAL MANAGEMENT

PRIMARY COLOURS®

Leadership Report
Personality Factors (PF48)

Tom Dale

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. Edgecumbe 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.

Norm Group

Results are compared to a norm group consisting of individuals who completed the questionnaire before: 1079 Professionals and Leaders. 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.

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.

Normal Distribution

Percentile	1st	5th	10th	25th	40th	60th	75th	90th	95th	99th
Sten	1	2	3	4	5	6	7	8	9	10

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. Edgecumbe'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.
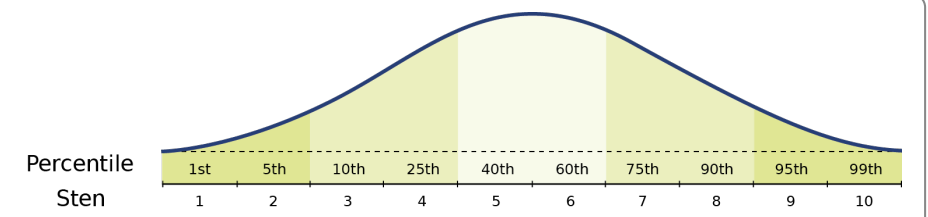
Interpretation

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.

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.

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 fairly low (4). Your variability of scores across the domains is extremely diverse. You are likely to lean into your preferred domains of leadership in a distinct way.

STRATEGIC DOMAIN (2)

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 very low. The implication is that you are likely to be less 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 (4)

This concerns feelings, people and how relationships are maintained. *Your focus on interpersonal leadership is fairly low. The implication is that you are likely to be somewhat less effective than the majority of leaders in roles where the emphasis is on building and sustaining effective relationships with others.*

OPERATIONAL DOMAIN (6)

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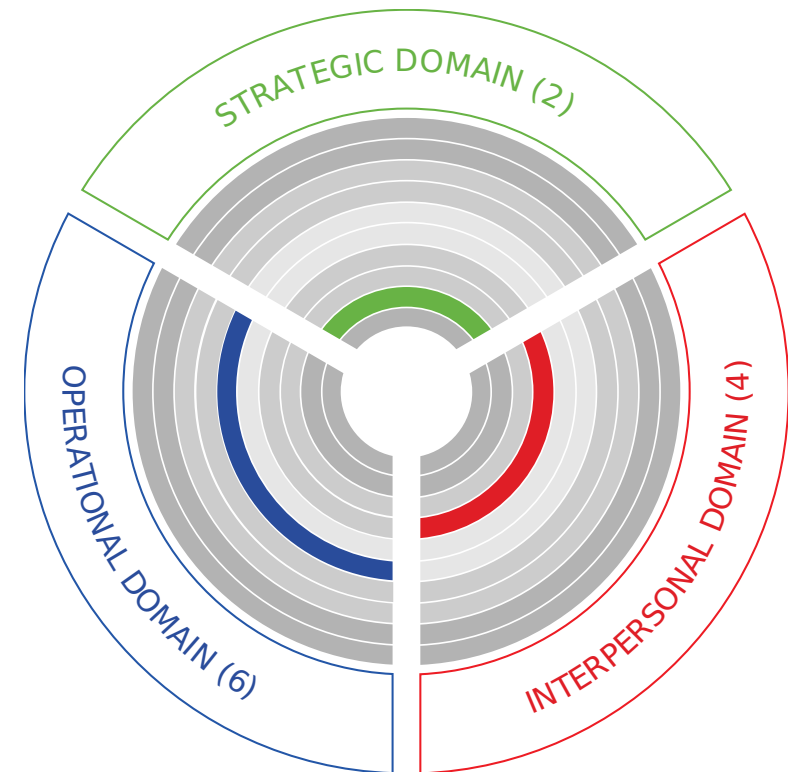
Leadership Functions

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 (2)

- Setting Strategic Direction
- Creating Alignment
- Planning & Organising

INTERPERSONAL DOMAIN (4)

- Building Relationships
- Creating Alignment
- Team Working

OPERATIONAL DOMAIN (6)

- 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.
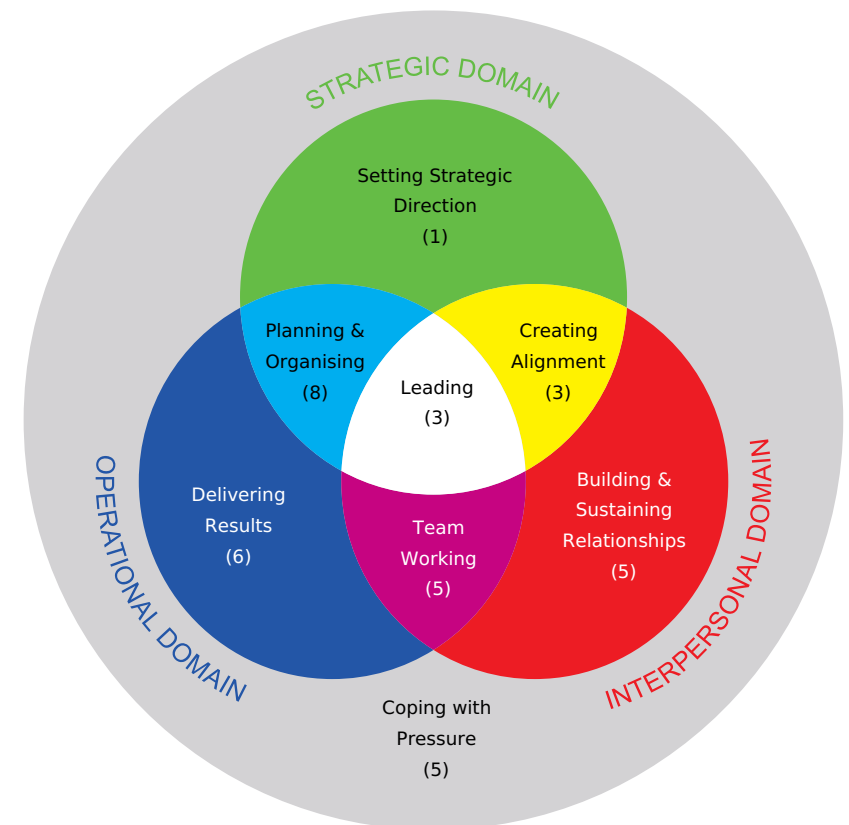
Leadership Profile

Setting Strategic Direction — 1

Category	Score
Exploring Possibilities	1
Handling Complexity	1
Creating a Vision	1

Creating Alignment — 3

Category	Score
Convincing Others	4
Tackling Disagreement	2
Inspiring Commitment	5

Planning & Organising — 8

Category	Score
Designing Systems	6
Applying Rules	9
Ensuring Quality	8

Leading — 3

Category	Score
Providing Direction	4
Stimulating Learning	3
Adapting Decisions	3

Building & Sustaining Relationships — 5

Category	Score
Making Connections	4
Expressing Feelings	3
Resolving Conflict	7

Team Working — 5

Category	Score
Collaborating with Others	6
Taking Action	4
Supporting People	5

Delivering Results — 6

Category	Score
Raising Aspirations	3
Measuring Outcomes	7
Achieving Goals	6

Coping with Pressure — 5

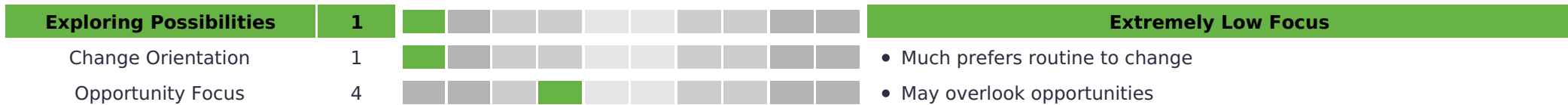| Category	Score
Maintaining Composure	4
Demonstrating Resilience	4
Managing Emotions	6

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 low focus on Setting Strategic Direction.*

Setting Strategic Direction	1		Extremely Low Focus

Sub-Functions

Exploring Possibilities is about embracing change and opportunities.

Exploring Possibilities	1		Extremely Low Focus
Change Orientation	1		• Much prefers routine to change
Opportunity Focus	4		• May overlook opportunities

Handling Complexity involves analysing and problem solving.

Handling Complexity	1		Extremely Low Focus
Analysis	1		• Accepts arguments at face value
Complexity Orientation	3		• Prefers a down-to-earth approach
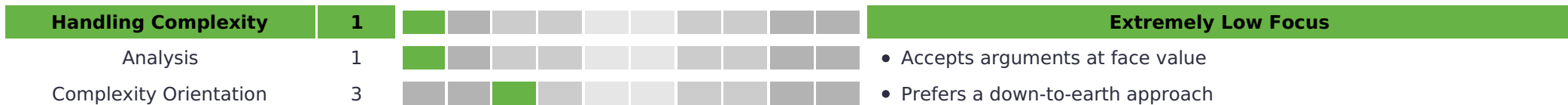
Creating a Vision concerns creative thinking to envision the future.

Creating a Vision	1		Extremely Low Focus
Originality	1		• Much prefers traditional approaches
Imagination	1		• Rarely enjoys creative activities
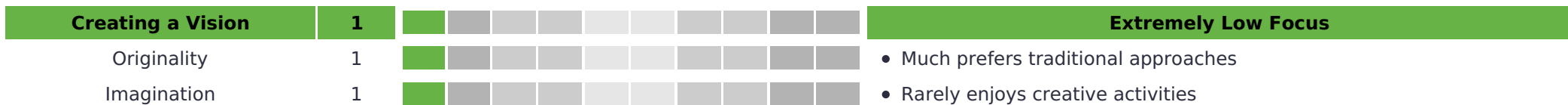
Creating Alignment

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 low focus on Creating Alignment.*

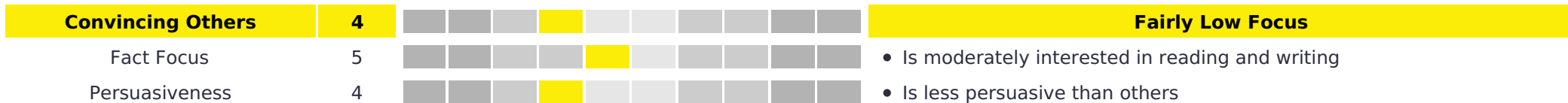| Creating Alignment	3		Low Focus

Sub-Functions

Convincing Others is concerned with communicating information persuasively.

Convincing Others	4		Fairly Low Focus
Fact Focus	5		• Is moderately interested in reading and writing
Persuasiveness	4		• Is less persuasive than others

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

Tackling Disagreement	2		Very Low Focus
Directness	4		• Tends to hold back opinions
Confrontation	1		• Very much avoids confrontations
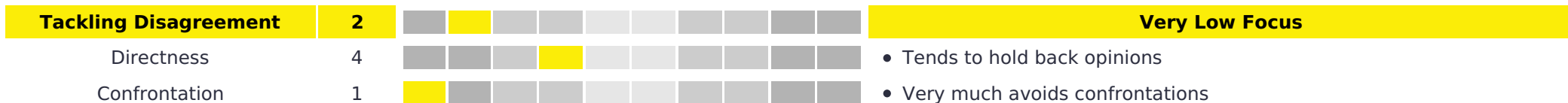
Inspiring Commitment involves leveraging self-belief and conviction to inspire and motivate others.

Inspiring Commitment	5		Moderate Focus
Self-Belief	5		• Is moderately inclined to believe in own capabilities
Empowerment	5		• At times inspires and motivates people
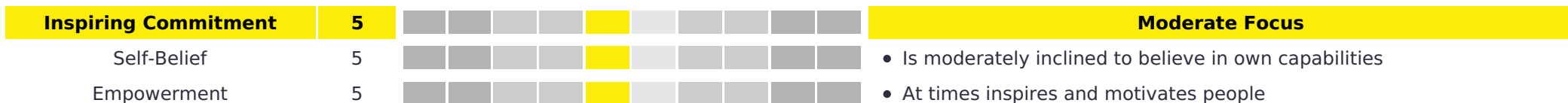
Planning & Organising

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 high focus on Planning & Organising.*

Planning & Organising	8		High Focus

Sub-Functions

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

Designing Systems	6		Moderate Focus
Technology Focus	3		• Is less interested in technology and new equipment than others
Orderliness	9		• Very much likes order and regularity

Applying Rules involves execution of established plans and processes.

Applying Rules	9		Very High Focus
Prudence	8		• Tends to plan and think ahead
Rule Adherence	8		• Tends to follow the rules

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

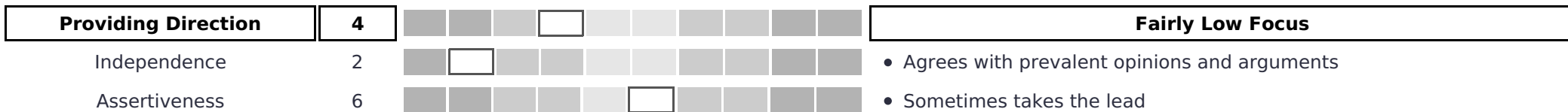| Ensuring Quality	8		High Focus
Self-Discipline	7		• Gets to work quickly
Meticulousness	7		• Usually strives for perfect results

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 low focus on Leading.*
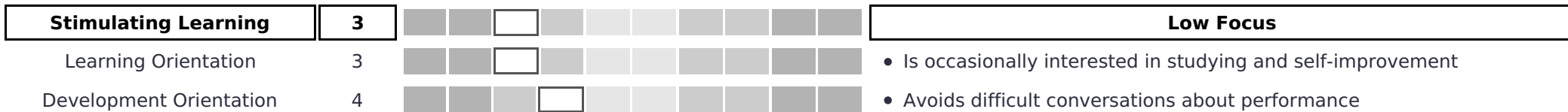
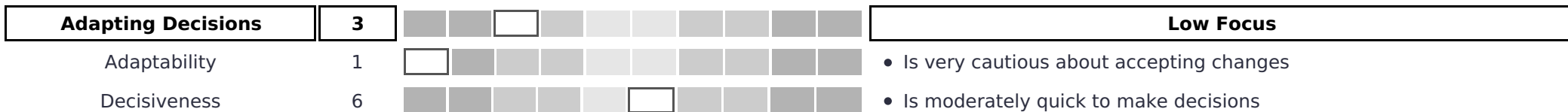| Leading	3		Low Focus

Sub-Functions

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

Providing Direction	4		Fairly Low Focus
Independence	2		• Agrees with prevalent opinions and arguments
Assertiveness	6		• Sometimes takes the lead

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

Stimulating Learning	3		Low Focus
Learning Orientation	3		• Is occasionally interested in studying and self-improvement
Development Orientation	4		• Avoids difficult conversations about performance

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

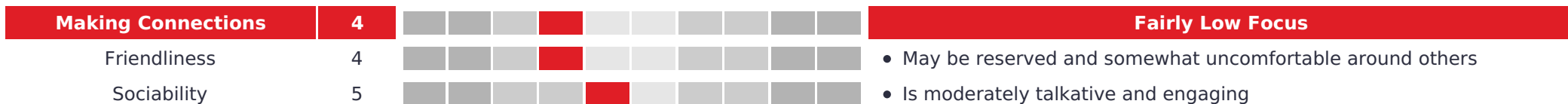| Adapting Decisions	3		Low Focus
Adaptability	1		• Is very cautious about accepting changes
Decisiveness	6		• Is moderately quick to make decisions

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 moderate focus on Building & Maintaining Relationships.*
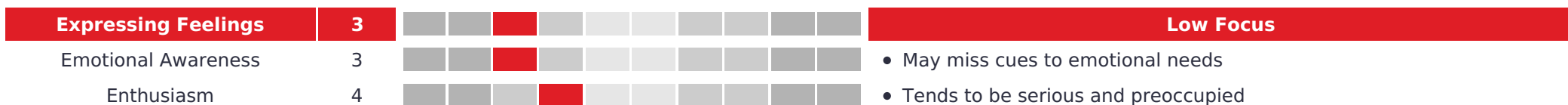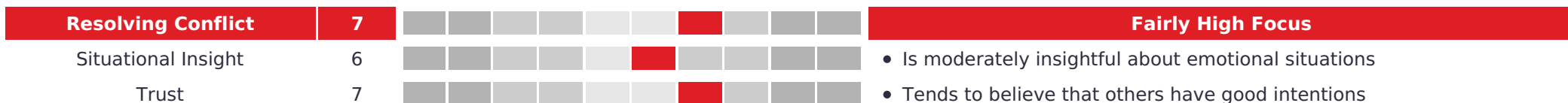
Building & Sustaining Relationships	5		Moderate Focus

Sub-Functions

Making Connections is about reaching out and welcoming people.

Making Connections	4		Fairly Low Focus
Friendliness	4		• May be reserved and somewhat uncomfortable around others
Sociability	5		• Is moderately talkative and engaging

Expressing Feelings is about showing engagement and authentically sharing concerns.

Expressing Feelings	3		Low Focus
Emotional Awareness	3		• May miss cues to emotional needs
Enthusiasm	4		• Tends to be serious and preoccupied

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

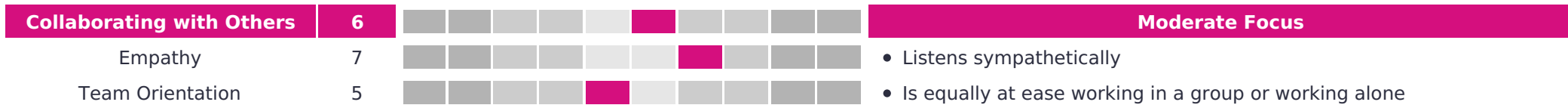| Resolving Conflict	7		Fairly High Focus
Situational Insight	6		• Is moderately insightful about emotional situations
Trust	7		• Tends to believe that others have good intentions

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 moderate focus on Team Working.*
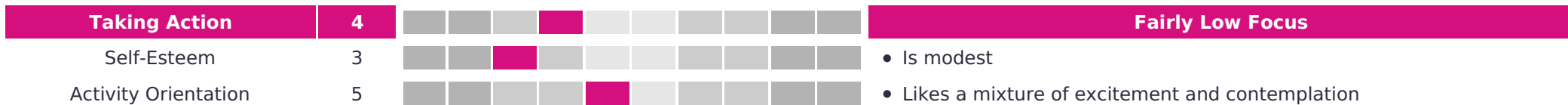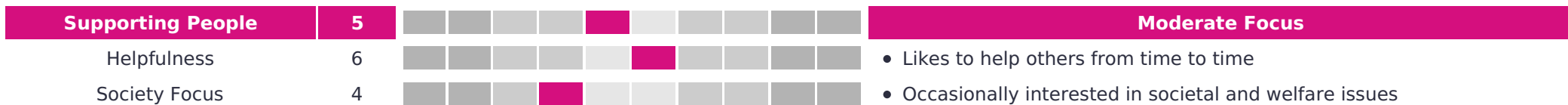
Team Working	5		Moderate Focus

Sub-Functions

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

Collaborating with Others	6		Moderate Focus
Empathy	7		• Listens sympathetically
Team Orientation	5		• Is equally at ease working in a group or working alone

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

Taking Action	4		Fairly Low Focus
Self-Esteem	3		• Is modest
Activity Orientation	5		• Likes a mixture of excitement and contemplation

Supporting People involves selflessly helping individuals and pursuing equality.

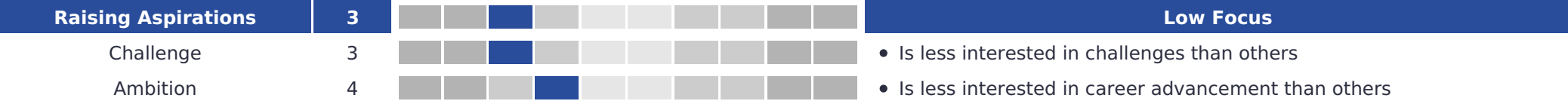| Supporting People	5		Moderate Focus
Helpfulness	6		• Likes to help others from time to time
Society Focus	4		• Occasionally interested in societal and welfare issues

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 a moderate focus on Delivering Results.*
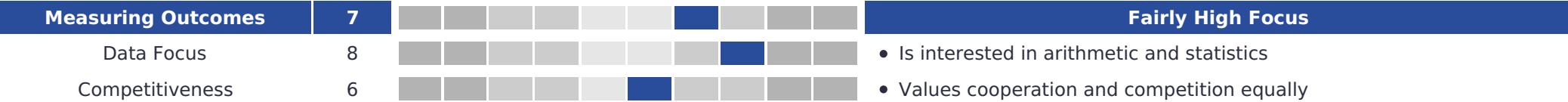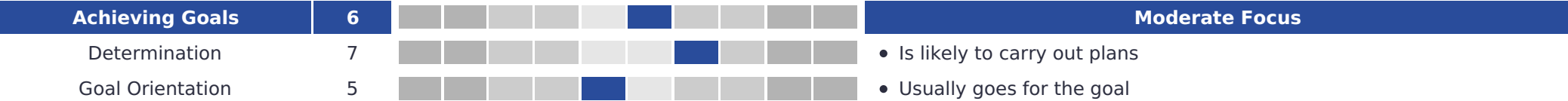
Delivering Results	6		Moderate Focus

Sub-Functions

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

Raising Aspirations	3		Low Focus
Challenge	3		• Is less interested in challenges than others
Ambition	4		• Is less interested in career advancement than others

Measuring Outcomes is about quantifying success and minimising costs.

Measuring Outcomes	7		Fairly High Focus
Data Focus	8		• Is interested in arithmetic and statistics
Competitiveness	6		• Values cooperation and competition equally

Achieving Goals involves persistence and striving to accomplish objectives.

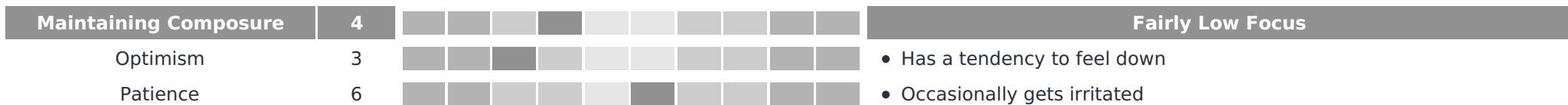| Achieving Goals	6		Moderate Focus
Determination	7		• Is likely to carry out plans
Goal Orientation	5		• Usually goes for the goal

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 moderate focus on Coping with Pressure.*
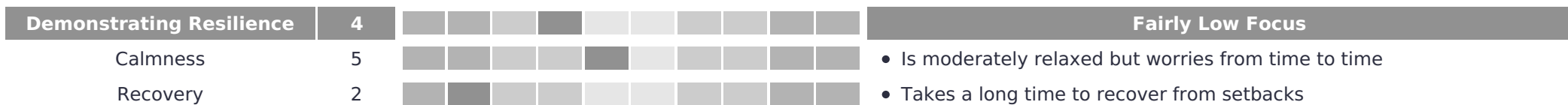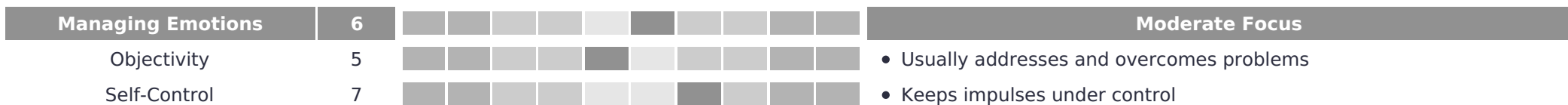
Coping with Pressure	5		Moderate Focus

Sub-Functions

Showing Confidence involves conveying a sense of confidence and maturity.

Maintaining Composure	4		Fairly Low Focus
Optimism	3		• Has a tendency to feel down
Patience	6		• Occasionally gets irritated

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

Demonstrating Resilience	4		Fairly Low Focus
Calmness	5		• Is moderately relaxed but worries from time to time
Recovery	2		• Takes a long time to recover from setbacks

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

Managing Emotions	6		Moderate Focus
Objectivity	5		• Usually addresses and overcomes problems
Self-Control	7		• Keeps impulses under control

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
Planning & Organising **Applying Rules**	Applies rules and plans consistently.	Could lack spontaneity and be less comfortable to act without precedence.
Planning & Organising **Ensuring Quality**	Tackles work in a disciplined and methodical manner.	Could be overly perfectionistic or overlook emerging information.
Building & Sustaining Relationships **Resolving Conflict**	Deals with emotional issues with sensitivity and by establishing trust.	Could struggle with taking a more dispassionate approach or be viewed as naïve to hidden agendas.
Delivering Results **Measuring Outcomes**	Drives commercial performance.	Could frustrate others with relentless focus on results.
Delivering Results **Achieving Goals**	Tenaciously pursues objectives with zeal.	Could become single-minded in pursuing specific goals at the expense of wider priorities.
Team Working **Collaborating with Others**	Seeks to understand others' perspectives and to work in cooperation.	Could find it difficult to take unpopular decisions.

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
Setting Strategic Direction **Handling Complexity**	Limited insight into problems and their causes.	Could oversimplify the solution or miss potential issues.
Setting Strategic Direction **Creating a Vision**	Limited focus on creative or original thinking.	Could hold on to convention and tradition.
Setting Strategic Direction **Exploring Possibilities**	Limited focus on entrepreneurial thinking.	Could be risk averse and play it safe.
Creating Alignment **Tackling Disagreement**	Limited inclination to address issues.	Could tolerate problems and divergence.
Delivering Results **Raising Aspirations**	Limited motivation to push for great achievements.	Could be satisfied with mediocrity.
Leading **Stimulating Learning**	Limited interest in continuous improvement leading to stagnation.	Could miss opportunities to develop organisational capabilities.