



Ann Other (G5M)

Leadership Profile



the british
psychological society
registered test

Why Clarity 4D?

If we liken our lives to a journey, it is wise to establish where you are starting from and where you intend to go.

Some people may amble through life without any sense of direction or purpose, and others may wish to challenge themselves on the way by metaphorically climbing mountains.

The behavioural model which is offered by Clarity4D is a pathway to establish the most effective route 'up the mountain' in order to bring 'clarity' and 'purpose' to your goal; to reach the height of self-understanding in a leadership role.

The Clarity4D Leadership Profile is a snapshot of you at the moment. It provides an opportunity to discuss the options you have in terms of your behaviours - those you have now and those you wish to develop, and others you may wish to minimise or discard. The colour energies, which are outlined overleaf, offer an easy language to describe how we interact and modify our behaviours when confronted by different types of people. The Profile is designed to raise self-awareness, and then to take steps to receive feedback from others regarding your leadership style.

The profile does not define you, it describes someone like you.

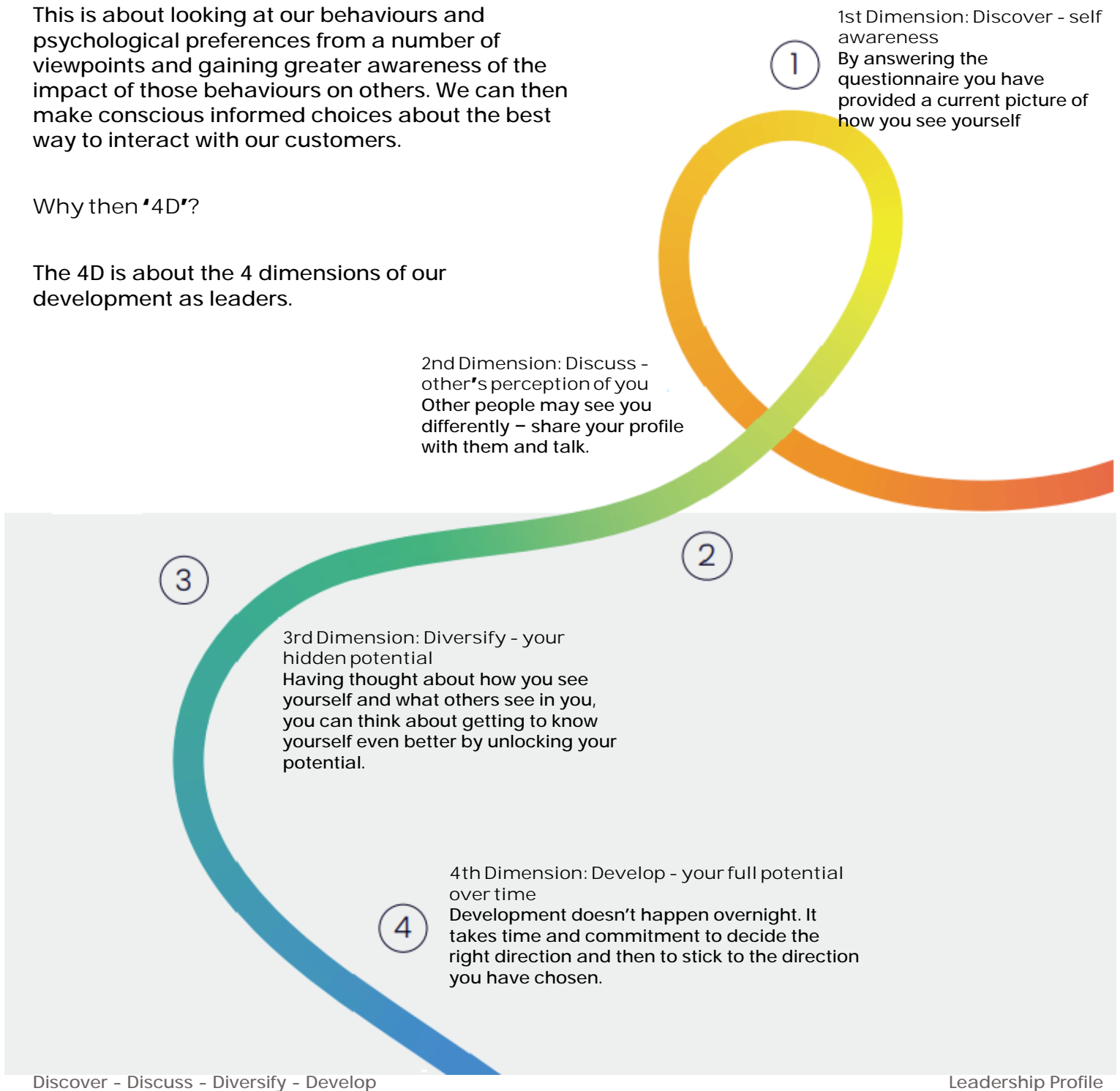
Why Clarity 4D?

Specifically, why 'Clarity?'

This is about looking at our behaviours and psychological preferences from a number of viewpoints and gaining greater awareness of the impact of those behaviours on others. We can then make conscious informed choices about the best way to interact with our customers.

Why then '4D'?

The 4D is about the 4 dimensions of our development as leaders.



Understanding The Background

This Clarity4D profile is compiled from a set of statements that is unique to Ann Other.

The idea of personality profiling is not new; it has been around since the Ancient Greeks.

The Link from the Ancient Greeks

Using the idea from the Ancient Greeks of the four elements, Water, Earth, Fire and Air, and the energy that is created by those four elements, the Clarity4D model has been linked to the four psychological types identified by Carl Jung, and our preferred way of behaving. The concept of colour has also been added to help the reader recognise and remember the different types of personality.

INTROVERTED PREFERENCES are represented by Water and Earth – energies that are hidden beneath the surface i.e. sea or soil



(WATER) BLUE energy is shown by people who are introspective and reserved. They like to observe others and think before taking action. They are happy in their own company, and can give an independent, detached analysis, which can sometimes give the impression of aloofness.



(EARTH) GREEN energy is observed in people who are warm and friendly in an under-stated way. They value close relationships and will be loyal and supportive of their family and friends. They like to create a harmonious atmosphere and prefer consensus to confrontation, which can sometimes make them appear indecisive and laid-back.



(FIRE) RED energy is demonstrated by people who are highly energetic and action-orientated. They are positive, straight-talking and assertive. They tend to be goal-focussed and enjoy the challenge of achieving quick results. They are pragmatic thinkers who have an objective approach which can sometimes overlook the needs of other people.



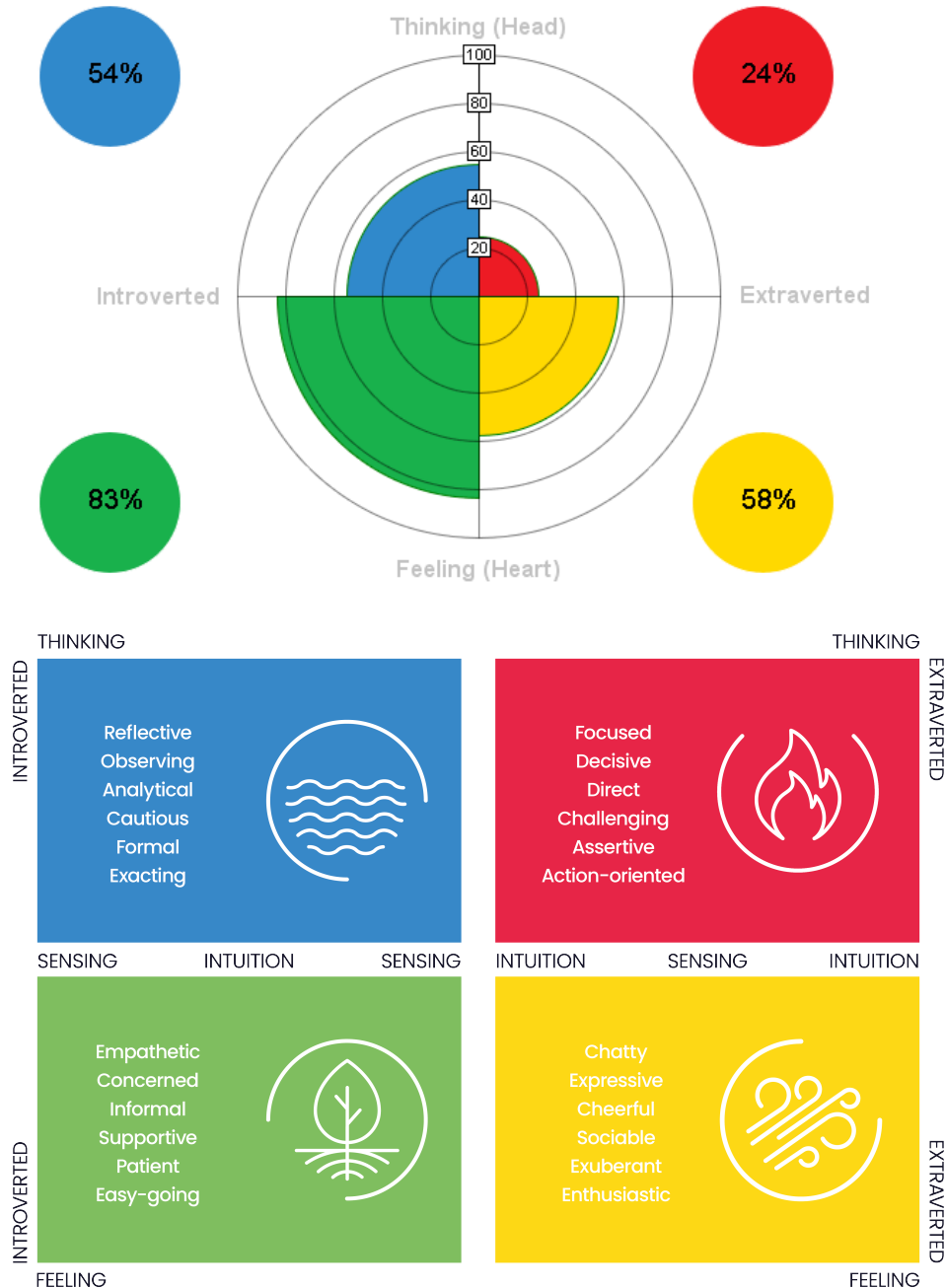
(AIR) YELLOW energy is displayed by people who are out-going, sociable and fun-loving. They particularly enjoy the company of other like-minded people and frequently stand out in a crowd, often enjoying being the centre of attention. They are persuasive, charming and can sometimes overwhelm people with their enthusiastic energy.

As individuals we are a mixture of these four elements, but we have a preference for using some of the energies over others, and the Clarity4D profile will identify which these preferences are, and how we can adapt and use the energies to meet the needs of different people and situations in our personal lives. At the end of the profile is an action plan designed for Ann to complete and work on a future personal development strategy.

Remember – when we are in our element, we perform at our best.

How Do You Show Up?

Conscious-self 'Radial' Graph (G5M)



1D: DISCOVER - self awareness

These pages give an overview of Ann's personal style and some insight into how she works with people and tasks.

1D: Discover how you see yourself

What's Ann like?

She has a steady pace which helps her keep to her routine. Her cool approach may hide her passionate nature. Ann's approach to life is to be relaxed, laid back and to enjoy the moment. She is easy-going and keeps a low profile, which may indicate a lack of self-confidence. She is warm hearted and likes people to "live and let live". She must remember to think about her own needs as well as those of other people.

Ann is reserved, friendly, committed and loyal. Her natural warm and friendly style helps her to offer practical support and service to others. She is quietly persistent in making things happen when she feels strongly about them. She is trustworthy, understanding and imaginative. Although Ann can be perceived as easy going, she can be rather obstinate on occasions.

When she gets to know someone, her natural reserve will be replaced with loyalty and support. She has good people-skills which help her build meaningful relationships and understand what's going on under the surface. Ann is understanding, sympathetic and likeable. She can relate to other people's mistakes and will spend a lot of time trying to make them feel better by making light of it. Hard-working and committed, Ann has a high work ethic and will feel comfortable in an environment where she can get on quietly with her work.

She gets bored doing the same thing over and over again. She is very good at recognising the special gifts of each individual and allowing them to get on with things at their own pace. While she is normally open minded and easy going, she can become stubborn and defensive when she thinks something she believes in is being threatened. Ann has a consistent and reliable approach which brings a calm steadiness to situations. Ann shows strong loyalty to her friends and team members. She is naturally patient and can adapt to meet her commitments.

She may find it hard to push herself forward and to say "no" when necessary. She is recognised for her easy going attitude and her ability to adapt to situations.

Continued

Ann is highly aware of other peoples' feelings and concerns and she is able to deal with troubled and complex people. Achieving a high level of income is not top of her personal goals. She is highly supportive and loyal to people or causes she respects, to the point of putting them on a pedestal. She has an inner strength and her compassionate manner encourages other people to ask for her advice. If she believes that she is being pushed too hard, she may become awkward and stubborn. On daily practicalities, Ann is relaxed, easy-going and flexible.

As she has very passionate feelings and beliefs, she sometimes cannot keep them in check. Because she doesn't like to take a stand on matters that don't concern her, she can come across to others as doubtful and uncertain. If she has to give someone some negative feedback, she will try to lighten it by finding something good to say. She likes her support to be reciprocated, but is less demanding and more tolerant than other types.

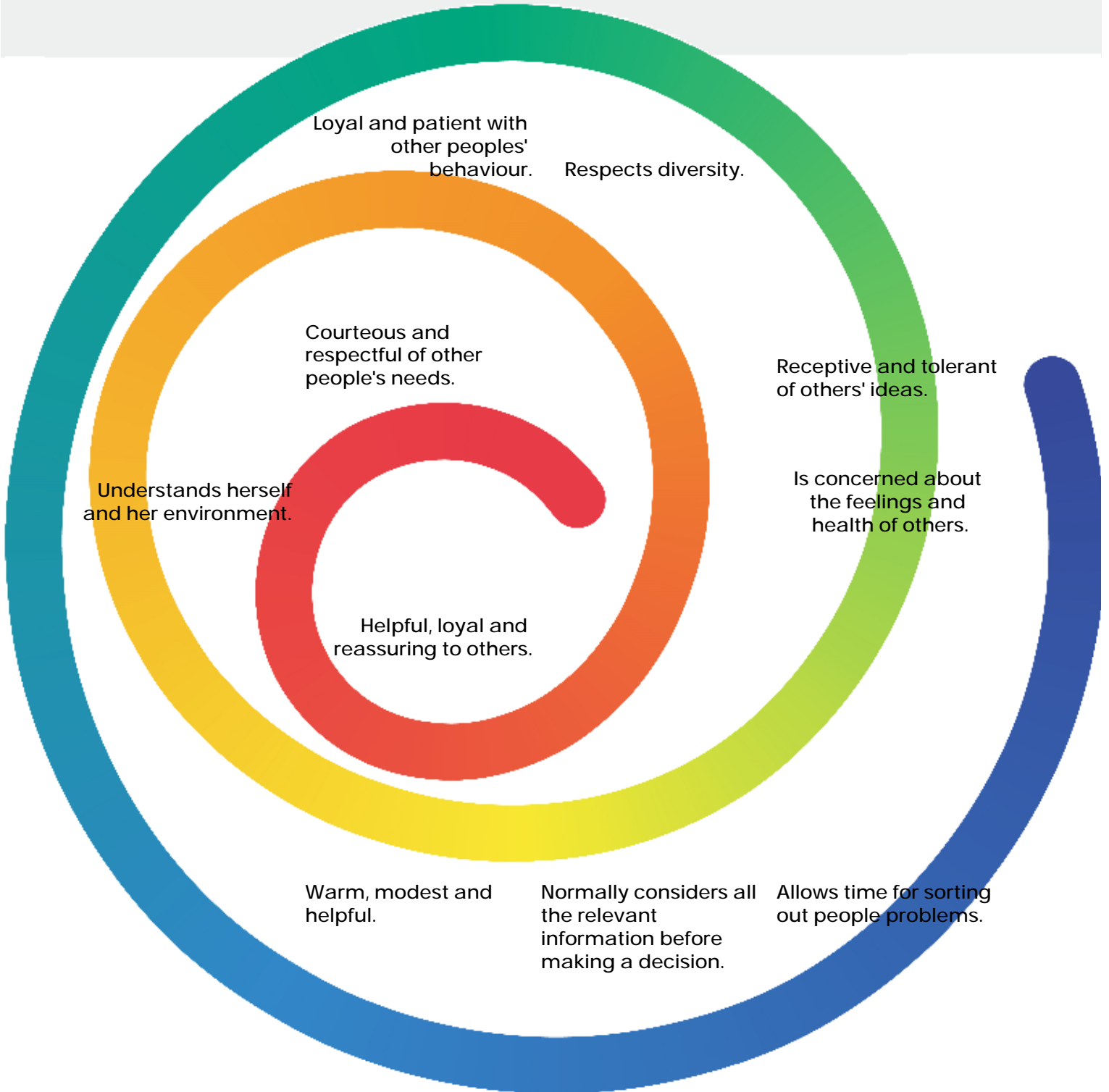
She may give the wrong impression because she prefers not to speak out. Ann is happy to be an "ear" for people who want to talk through their own thoughts. She may prefer to change her mind if it transpires that someone may suffer as a result of her decisions. Her non-confrontational style helps her to get consensus on her different solutions. Tolerant and taking on board other peoples' behaviour somewhat objectively, she observes things and sees a deeper meaning to most situations. Her introverted style doesn't stop her from speaking out when necessary in a forthright manner.

Ethical and moral values can influence her decisions. She will be unassuming but firm when defending her beliefs. Her ability to influence others to accepting her ideas is key to her leadership style. She has no desire to boss or control others and is satisfied with a commitment to work and her principles.

She does not like to agree to high risk decisions. Ann is a skilled mediator because she can see both sides of an argument and will not be drawn to any one side. She prefers to get a group decision rather than impose her own opinion. She does not like being restrained by authority or time disciplines, but she will avoid confrontation in trying to overcome the situation. Ann has the ability to calm difficult situations and bring about consensus.

Strongest Areas

In no particular order, these are what Ann considers to be her major strengths and intrinsic talents as a leader



2D: DISCUSS - others' perception of Ann as a leader

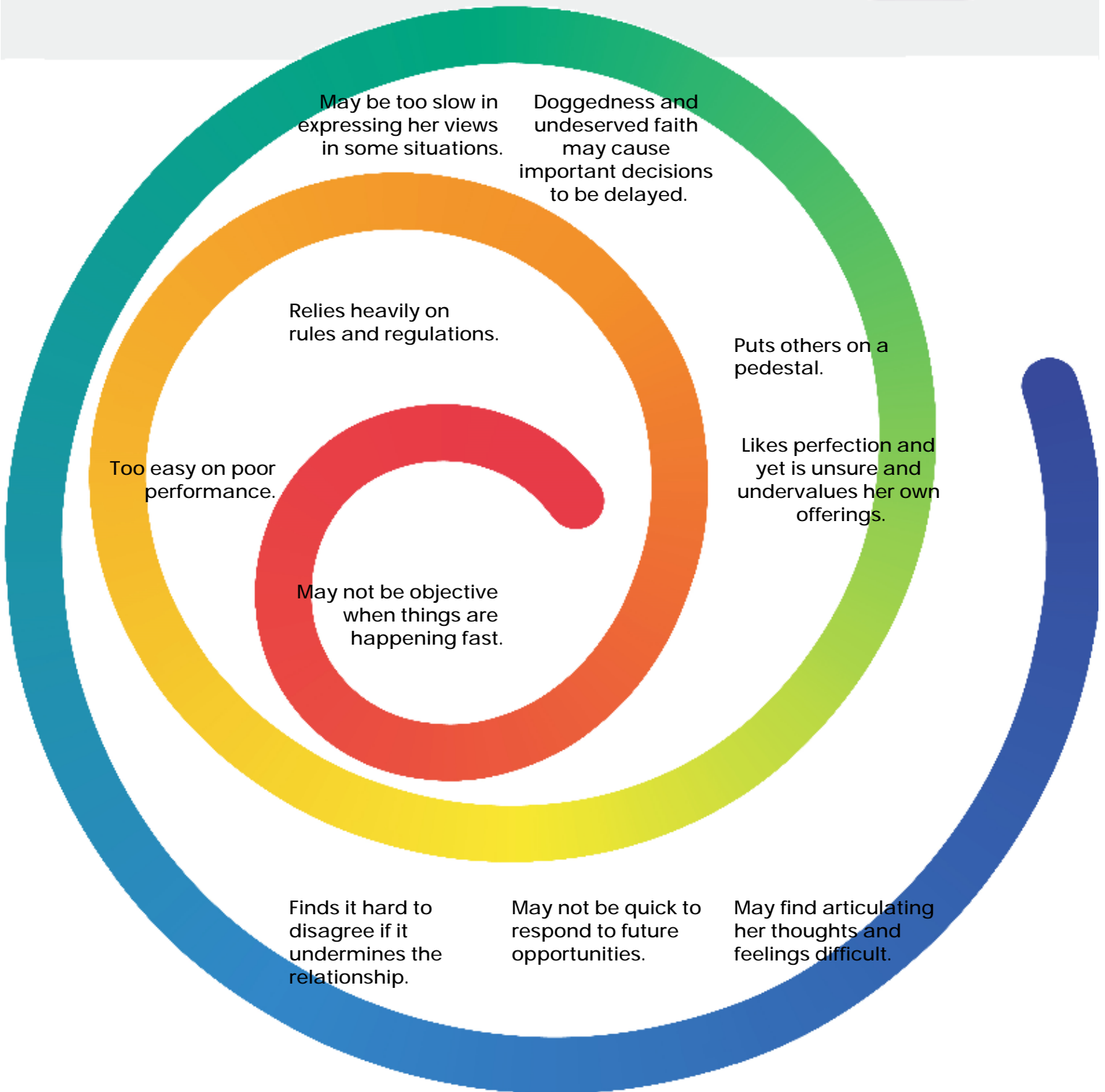
Ann should invite some key people to read the profile and note their feedback

Name	2 statements you agree with	2 statements to say "I'm curious to know about...."	Other feedback points not included in profile	One Thing to Think About (O-T-T-T-A)
Person 1				
Person 2				
Person 3				

What is your One Thing To Think About (OTTTA)?

3D: DIVERSIFY your hidden potential

Ann may consider these as areas for leadership growth



3D: DIVERSIFY - your hidden potential

This page helps you to review your thoughts to enable you to self-coach: consider the OTTTA's that others may have given you and the development opportunities from within the profile.

What do you want to achieve as a leader?	
Why is that?	
What will it mean to you when you achieve it?	
What is happening at the moment?	
Why do you think this is true?	
Do you have data or is it your opinion?	
What is the one thing you could do right now?	
What other options are there?	
What might a wise person say to you?	
What is stopping you from taking action?	

Colour in leadership behaviours

There are number of 'styles' that are used for describing leadership and these can be confusing. Some qualities, such as honesty and integrity, are about one's character and values. Other qualities can be linked to our colour preferences and as we are a mixture of all four colours, we can develop the qualities which may be part of our least preferred colours, and we can tone down the qualities which may not be so attractive in our dominant colour energies. The column on the right is for you to tick where action needs to be taken.

INTROVERTED FEELING

Positive Leadership Qualities of Green Energy	Too much	Areas for improvement	Action
Empathy	Can slip into sympathy	Avoid personal involvement	
Listening	Can be led by the last person you listened to	Know when to say 'no'	
Support	Can be seen as favouritism	Hold people to account	
Value & principle driven	Can become a crusade	Avoid stubbornness	
Consensus decision making	Can be time-consuming	Stop procrastinating	

EXTRAVERTED FEELING

Positive Leadership Qualities of Yellow Energy	Too much	Areas for improvement	Action
Energy	Can exhaust others	Think before opening mouth	
Enthusiasm	Can appear insincere	Stick to your commitments	
Creativity	Can be lacking substance	More preparation and detail	
Light-hearted approach	Can be inappropriate	Think – is this the right time?	
Presentation & articulation	Can seem self-promoting	Focus on results for others	

INTROVERTED THINKING

Positive Leadership Qualities of Blue Energy	Too much	Areas for improvement	Action
Analysis	Decisions take too long	Quicker decision-making	
Low risk taker	Can prohibit change	Accept less than perfect	
Accuracy & detail	May cause delays	Ask for feedback	
Works well on own	May not share ideas	Share ideas with your team	
Methodical	Can be rigid in approach	Be prepared to try new ideas	

EXTRAVERTED THINKING

Positive Leadership Qualities of Red Energy	Too much	Areas for improvement	Action
Focus	The goal at cost of people	Be open to feedback	
Action-oriented	Too quick to take action	Explain the 'why' of the goal	
Personal Drive & self-belief	High expectations of others	Understand what motivates different individuals	
Decisive	No time for consensus	Ask questions & listen	
Assertive	Seen as aggressive	Consider of language & tone	

Motivation and Colour

The word 'motivate' means "provide someone with a reason for doing something". The best person to provide the reason is the individual, and the role of the leader is to create the environment where people are self-motivated. It is helpful to recognise their dominant colour energies and what would typically be the right environment to keep self-motivation high.

What motivates an individual?



INTROVERTS

Solving a problem
Getting the job done right first time
Researching the correct information
Analysing the best way

INTROVERTS

Being part of a harmonious team
Quiet and personal recognition
Making a difference
Others' values match theirs

EXTRAVERTS

Being involved in idea creation
Public recognition
A variety of new opportunities
Enjoying teamwork

EXTRAVERTS

Hitting a target
Being involved in strategy
Career progression
Status and rewards

What you could do as a leader is to create the environment for each colour



INTROVERTS

Provide a quiet work space
Allow time for thinking
Congratulate on correct details

INTROVERTS

Show sincere appreciation
Listen to any concerns
Allow time for decision-making

EXTRAVERTS

Regular team meetings
Don't micro-manage
Encourage creative ideas

EXTRAVERTS

Provide the best tools
Set targets and deadlines
Give autonomy for decisions

Ann's Leadership Style

We are a mixture of all four colour energies, and there is no particular colour that could be described as the 'best' for leadership.

The individual needs to be self-aware, open to feedback, and prepared to adapt their preferred communication style and behaviours to meet the needs of other people.

There are many different leadership models, many of which have different situational applications. The following section can be considered by Ann for future leadership development.

Here are a list of your strengths and also areas that could be perceived less favourably and can be considered for future development.

In the table below, identify whether the sentence is a Strength (S) or Development area (D) and prioritise the action you will take.

Ann may tend to:

Behaviour	S or D	Action
Put too much trust in the personal motives of others.		
Struggle with taking on extreme points of view. She has beliefs based on practical and well-tested experience.		
Make decisions quickly when she feels comfortable, but become indecisive when out of her comfort zone.		
Become so absorbed with her own affairs that she doesn't respond quickly enough when her help is needed.		
Appear wavering when pondering on important decisions.		
Give constructive feedback to her team in a round-about manner, rather than tackling problems head on.		
Lose heart if she does not receive regular recognition and encouragement.		
Gain satisfaction from the success of others.		
Hide behind others when trying to develop people.		

Ann as a Leader - Here are some strategies for communicating with other types.

For effective communication within a team, we need to recognise and understand how the different types prefer to be communicated with. Here are some strategies for communicating with other types.

Communication with Red preference



Do

- ⦿ Ask relevant, practical questions
- ⦿ Be organised and punctual
- ⦿ Be positive and enthusiastic
- ⦿ Be prepared
- ⦿ Be short, sharp and gone
- ⦿ Get straight to the point
- ⦿ Keep to the agenda
- ⦿ Keep up with their pace
- ⦿ Speak in a clear, assertive manner
- ⦿ Take ownership of problems



Do Not

- ⦿ Appear hesitant or unsure
- ⦿ Appear negative or critical
- ⦿ Become emotional in discussions
- ⦿ Challenge their authority
- ⦿ Disagree in public with them
- ⦿ Flit from topic to topic
- ⦿ Interrupt
- ⦿ Mumble or speak slowly
- ⦿ Tell them what to do
- ⦿ Waffle or procrastinate

List below those people who display high RED energy:

Ann as a Leader - Here are some strategies for communicating with other types.

Communication with Blue preference



Do

- ⦿ Come prepared with facts
- ⦿ Follow agreed procedures
- ⦿ Give advance notice
- ⦿ Recognise their accuracy
- ⦿ Research details before meeting them
- ⦿ Respect their need for privacy
- ⦿ Speak in a calm, measured manner
- ⦿ Use their expertise
- ⦿ Value their objective analysis
- ⦿ Write details down for them



Do Not

- ⦿ Be disorganised and vague
- ⦿ Finish their sentences
- ⦿ Fire rapid questions
- ⦿ Hurry them
- ⦿ Indulge in social chit chat
- ⦿ Offer ill thought out concepts
- ⦿ Push for an immediate answer
- ⦿ Put them on the spot in meetings
- ⦿ Talk loudly and energetically
- ⦿ Try to "sweet talk" them

List below those people who display high BLUE energy:

Ann as a Leader - Here are some strategies for communicating with other types.

Communication with Green preference



Do

- ⦿ Allow time for them to feel comfortable
- ⦿ Appreciate their loyalty
- ⦿ Ask questions rather than tell
- ⦿ Create a harmonious environment
- ⦿ Find out what are their personal values
- ⦿ Have a relaxed, easy approach
- ⦿ Listen empathetically
- ⦿ Offer support when needed
- ⦿ Speak in a friendly manner
- ⦿ Take time to talk to them personally



Do Not

- ⦿ Appear demanding
- ⦿ Appear insincere
- ⦿ Become confrontational
- ⦿ Cut them off before they have finished
- ⦿ Give effusive praise
- ⦿ Give insensitive feedback
- ⦿ Push for a quick response
- ⦿ Put them in the spotlight
- ⦿ Question their integrity
- ⦿ Talk loudly and quickly

List below those people who display high GREEN energy:

Ann as a Leader - Here are some strategies for communicating with other types.

Communication with Yellow preference



Do

- ⦿ Acknowledge their creative approach
- ⦿ Allow them to speak their mind
- ⦿ Ask for their opinion
- ⦿ Have an informal manner
- ⦿ Indulge in some light hearted chit chat
- ⦿ Involve them whenever possible
- ⦿ Keep the pace moving
- ⦿ Offer a variety of tasks and topics
- ⦿ Recognise their talent for raising spirits
- ⦿ Speak in a positive, enthusiastic way



Do Not

- ⦿ Appear "nit picky"
- ⦿ Appear dour or disinterested
- ⦿ Ask for or give too much detail
- ⦿ Ignore their need for some response
- ⦿ Impose restrictions and procedures
- ⦿ Leave them out of the picture
- ⦿ Overlook their need for recognition
- ⦿ Question their stories in public
- ⦿ Send long, detailed reports
- ⦿ Talk only in terms of facts & figures

List below those people who display high YELLOW energy:

4D: DEVELOP your full potential over time

As a result of reading your Clarity4D Profile what action steps will you take?

Describe the leader you aspire to be:

To achieve this, what will you stop doing?

By When:

By When:

What will you start doing?

What else do you need to consider?

By When:

By When:

This report represents how you completed the questionnaire, and the questions you might like to consider now are:

- a) Who else do I interact with who may benefit from completing a Clarity4D questionnaire?
- b) What other areas would I like to develop?

There are further chapters and Clarity4D Profiles available on:

- a) Working in a Team
- b) 2D Profiles on how others perceive you
- c) Sales Profile
- d) Team DyNAMics report – a measurement of the 16 areas of effectiveness and efficiency of the team that you lead

For more information on the above visit our website www.clarity4d.com.