Personality DIMENSIONS®

Leadership Report

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About this Report

An overview of the Personality Dimensions® Leadership Report

The Personality Dimensions® Leadership Report identifies which of the four dimensions, or colours, best describe your leadership style - your personal colour spectrum — based on your responses to the assessment. It gives you a better understanding of yourself as a leader — your style, strengths, contributions to your team, leadership challenges, communication style, motivations, giving and receiving feedback, and delegation.

The information on each of the leadership styles will increase your understanding, tolerance, and acceptance of those whose styles are different from your own.

At the end of this report, you will find some reflection questions that will assist you with your leadership development. By using the questions for reflection - on your own or with a coach - you can create an action plan to move forward on understanding yourself and others better.

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Results

Your results from the Personality Dimensions® assessment

Sam P L Report (sample@clsr.ca)
November 02, 2026

	Inquiring Green	Organized Gold	Authentic Blue	Resourceful Orange
Picture Cards	2	1	4	3
Life Values	3	1	4	2
At Work	1	2	4	3
In Relationships	4	3	1	2
In Communications	1	3	2	4
In Conflict	2	1	3	4
Traits & Characteristics	1	2	3	4
FINAL SCORE	14	13	21	22

Your highest score is your preferred style, your lowest score is your least preferred style.

My Preferred Style	My Secondary Style	My Third Style	My Shadow / Least Preferred Style
Resourceful Orange	Authentic Blue	Inquiring Green	Organized Gold

Extraversion | Introversion

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Introversion & Extraversion

How do you get your energy?

An important element of the Personality Dimensions® system, critical for understanding ourselves and others, is our preference for Introversion or Extraversion. Introversion and Extraversion impacts all four colour preferences and play an important role in our interpersonal communications.

Most people think of an Introvert as a shy person and an Extravert as an outgoing, gregarious person. Personality theorists like Carl Jung, Isabel Myers, and Katharine Briggs define Introversion and Extraversion as terms to describe where a person gets their energy.

Extraverts tend to seek their energy from the outside world. They thrive on being around people and interacting with them, and they direct their energy outwards in the form of action.

Introverts tend to seek their energy from within themselves. They need time alone to recharge their batteries and they direct their energy inwards in the form of reflection.



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Introverted Leadership Styles

Introverted leaders are reflective and thoughtful thinkers. They are good listeners and can engage in thoughtful discussion. They prefer to, and do their best when, they can take the time for reflection prior to making a decision. They are not keen on spontaneous decision making. While they might not be as outgoing as their Extraverted counterparts, Introverted leaders can be just as skilled at leading people. An Introverted leader can guide, mentor, make important decisions, and network just as well as an Extraverted leader but prefers to do it one-on-one or in smaller groups.

Introverted Leaders:



- Are thoughtful in words and actions
- Think deeply about fewer ideas or projects
- Remain calm in high-pressure situations
- Tend to get their energy by spending some time alone
- Easily maintain focus in the long term
- Are drawn to and gain energy from the inner world
- Prefer reflection over action—may need time to “process” before taking action
- Work out ideas by reflecting and thinking, not speaking
- Guard thoughts until they are almost perfect before sharing
- Enjoy working alone or with only a few people

Tips for Introverted Leaders:

- Let others know that you prefer an agenda prior to a meeting so that you have time to think about whatever topic is being discussed
- Prepare speaking points before meetings to make sure your ideas are heard
- Set up more one-on-one meetings
- Space out the time between large meetings whenever possible to give yourself time to recharge
- Find spaces to work on your own with less distraction
- Encourage brainstorming ‘off-line’. Ask staff to think about their ideas or brainstorm with others and then come prepared to discuss them at the next meeting
- Build small groups to help you work on certain projects or challenges

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Extraverted Leadership Styles

Extraverted Leaders are enthusiastic and passionate leaders. They show these characteristics with a flair that is visible to everyone around them. These characteristics cause them to have a high degree of workplace recognition. Their enthusiasm is also contagious and can have a positive impact on their colleagues. Extraverted leadership revolves around engaging others, being outgoing, assertive, bold, and talkative. They enjoy brainstorming in the moment and have a tendency to think out loud rather than process information internally like their Introverted counterparts. They like to work with others so find it stressful when they are working alone or virtually for long lengths of time.

Extraverted Leaders:



- Are energized by engaging with others
- Prefer to communicate by talking
- Prefer action over reflection; they can act and respond quickly
- Work out ideas by talking them through; they speak to think
- Learn best through doing or discussing
- Share thoughts freely in any meeting or conversation regardless of the topic
- Are sociable and expressive with staff, peers, clients, and the community at large
- Enjoy working in groups so tend to call more meetings than Introverted Leaders
- Are attuned to their external environment
- Are good at maintaining their networks

Tips for Extraverted Leaders:

- Ask yourself, why am I talking right now?
- Try to listen more and reflect back what you just heard.
- Tell Introverts ahead of time what you'd like to discuss.
- Provide space and time for other people to contribute.
- Ask questions and then really listen. Resist the urge to immediately start providing your opinion.
- If you are going to think out loud or brainstorm ideas, make sure people know that is what you are doing. Too much thinking out loud may make you appear indecisive.
- Be careful of oversharing. Not everything needs to be discussed out loud.

The best leaders are those who can inspire, motivate, and enable others to act. You can lead effectively whether you are an Extravert or an Introvert. You just need to be aware of the strengths and challenges of your style and then work on the things that may challenge you. Good luck!

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Resourceful Orange

The Resourceful Orange Leader



A Resourceful Orange is an excellent addition to any leadership team thanks to their incredibly diverse set of skills and ability to accomplish tasks with efficiency. Resourceful Orange leaders thrive during challenges and crises as they are incredibly quick to action and enjoy having the opportunity to troubleshoot. They are good at putting out fires and cleaning up messes seemingly without great effort. Though they are extremely grounded in reality and practicality, the Resourceful Orange leader is also considered to be the most risk-taking of the four dimensions and will encourage others to take risks as well.

The Resourceful Orange leader loves to be active and can become easily bored when left without a task or if they have been given an assignment they don't enjoy. They tend to jump from one task to another and rarely only have one project on the go. They prefer to jump between tasks so that there is variety in their job. They are excellent at organizing action and will make sure the right people with the right skills are able to carry out a task if they are moving on to another. The Resourceful Orange requires freedom, flexibility, variety, and opportunity so that they can be spontaneous and accomplish their projects as they see fit.

Be aware that the Resourceful Orange may step outside of boundaries or will bend the rules to get things done. They do like to have deadlines but would prefer not to stick to a rigid schedule or routine. As long as they are given the details and the deadline, they will figure out what is the most efficient way to complete their task.

Leadership Style



Pragmatic, resourceful, enthusiastic, and spirited, the Resourceful Orange leader knows how to get the job done efficiently while enhancing the workplace for everyone with their spirited disposition. Grounded in immediate day-to-day activities, Resourceful Orange leaders seek to understand how and why things work, focusing on solving problems in a practical manner. They have the ability to gather and store a lot of information to initiate projects and facilitate their team through their tasks. They are flexible in their position and are open to changing where they stand as new information and situations are brought to them. They are flexible when the change makes sense or when they have control over dealing with the change.

In addition to creating a lively atmosphere for their team, the Resourceful Orange leader is an excellent mediator and negotiator and will allow the group to contribute ideas to any project or task. After they have started a project, they will find others who possess the skills to keep it going while they move on to something new. Resourceful Orange leaders are not micro-managers but prefer to provide the necessary information and freedom for their team to accomplish the task as they see fit without interference. They provide a great deal of positive praise and feedback to staff, always looking for opportunities to do so.

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Leadership Strengths



Resourceful Orange leaders are excellent problem solvers who are incredibly resourceful, adaptable, and can meet the needs of the organization in the most practical, efficient way possible. They are great people to have around in crisis situations and can spot problems in an organization, even if they still seem minor. Using their straightforward, direct, and logical problem-solving capabilities, the Resourceful Orange leader is an excellent negotiator and can compromise with others to move things along in the right direction when it may have seemed impossible to others on the team.

Good at verbal planning and decision-making, the Resourceful Orange leader is also very observant and able to link people, practical information, and resources to the task at hand. They take pride in developing their skills and act as a repository for facts that can easily be retrieved. In all they do, Resourceful Orange leaders remind others by example of the pleasures in each moment.

Contribution to the Team



The Resourceful Orange leader enhances and creates a lively atmosphere in any workplace by bringing enthusiasm, energy, and spirit to their team. As described by their name, they have a high level of resourcefulness, meaning that much will be accomplished. The Resourceful Orange leads their team by finding the most efficient way to work together; this is accomplished by encouraging others to cooperate and contribute, focusing on the practical care of people, and by influencing through enthusiasm and enjoyment of the task at hand.

The Resourceful Orange leader is action-focused, which means they will do what they can to take care of problems as they arise. They excel at analyzing problems to find effective solutions. They excel at short-term projects due to their ability to quickly spur action in their teams. They know the right questions to ask to obtain the information they need to do the best job they can.

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Leadership Challenges



Though the Resourceful Orange leader is quick to action, their downfall is that they can just as quickly become bored and lose interest in tasks they don't enjoy. Their restlessness can cause them to act before thinking, and they may begin too many projects without completing them. With such an acute focus on the details of a task, sometimes the Resourceful Orange leader misses the big picture and how today's actions may have an impact on tomorrow.

Dealing in theory is challenging for the Resourceful Orange leader. They dislike long explanations or lectures and prefer to get to the point quickly. As such, they may have difficulty paying attention to theory and can be impatient with distractions from the task as they feel it should be accomplished. While their flexible approach has the ability to put their team at ease, it can also create confusion for those requiring more direction.

Resourceful Oranges tend to change their minds frequently if a better option becomes available. They sometimes forget to apprise their team of the change.

Communication Style



Resourceful Orange leaders are energetic, fast-paced communicators who focus on facts, details, and the reality of the current situation. The language they employ tends to be realistic, friendly, and literal. They are good-natured in their communication and will infuse humour into their communications to ease tension. Resourceful Orange leaders appreciate being communicated with in a similar way, by being open, relaxed, fun, and humorous.

While the Resourceful Orange will notice and remember a lot of detail, including body language, they will get bored being bogged down with a lot of detail in communication from others. They prefer comments focused on the here and now and will seek the facts they need by asking concise questions.

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Motivators



Resourceful Orange leaders possess an informal, casual leadership style which makes it easier for others to approach them and share ideas. They freely verbalize appreciation and approval throughout any project to encourage their team members until the project is completed. The Resourceful Orange leader is excellent at motivating others who have an interest in developing both their skills and scope of responsibilities.

To keep the Resourceful Orange leader motivated in their role, engage them in discussions where the outcome has specific results and tangible goals. They wish to take practical action, enjoy being on the move, and prefer to focus on the present. They need authentic praise and appreciation for their individual contribution.

Appreciation, Feedback & Praise



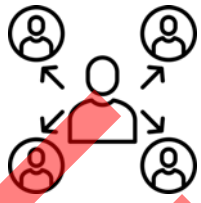
When a Resourceful Orange leader is giving feedback to their team, it is typically quick and to the point. They provide logical, direct, objective, and detailed feedback without ambiguity so that their team knows exactly what is expected of them moving forward.

Resourceful Orange leaders value expediency in solving problems. They will happily acknowledge achievements and provide praise and encouragement when new risks and challenges are undertaken and handled well. They tend to offer feedback that is accurate, timely, respectful, and directly related to the task at hand. Once they have provided the logical steps of development, they like to stand back and give their team the freedom to practice and execute.

Resourceful Orange leaders enjoy interactions that are both fun and stimulating. They dislike abstraction as well as theory and would prefer to discuss immediate problems that allow them to find practical solutions. Dialogues with Resourceful Orange leaders are engaging and fun; they like to ask a lot of questions and will expect the same in return. They rely heavily on observation, relevant examples, as well as hands-on experience when relating to their team.

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Delegation Style



The Resourceful Orange leader typically lays out clear, specific expectations when delegating a task, and likes to give their team the freedom to approach it however they see fit. They prefer not to be micromanaged, but are happy to follow up, and have conversations if questions come up along the way. They will often have checkpoint meetings to discuss progress and offer support when needed. They will generally provide just enough details about a project, such as who is involved, and the deadlines, and leave it up to their team to figure out how to get things done.

Navigating Change



Resourceful Orange leaders have a great ability to adapt quickly to change. When unexpected shifts happen, their natural spontaneity and quick decision-making skills shine. They embrace change as an opportunity, often taking quick action to navigate new situations. Their flexibility and talent for finding creative solutions are super helpful during times of transition, creating an environment where adapting is seen as a good thing rather than a problem.

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Authentic Blue

The Authentic Blue Leader



Authentic Blue leaders are true optimists that easily forget yesterday's negatives and prefer to focus on the positives. They choose to remain a visible leader who speaks well for the organization and for their staff. Known for their personal charisma and commitment to people, they are incredibly drawn to people, people-related concerns and can communicate with care and enthusiasm.

Excellent at working with and through people, Authentic Blues are driven to engage with other people while evaluating the events around them with the awareness of the consequences on people and treasured ideals. They allow the contributions of all staff to be heard and are comfortable doing so in unstructured meetings. They are incredibly in tune with subtle differences of interpersonal interactions and carefully examine how consequences on people as well as outcomes will fit with their values.

Powered by bursts of energy and enthusiasm for new ideas, sometimes they neglect projects that need attention. This is sometimes countered by their intuition that senses the organizational climate and sees the possibilities of both the organization and the people they work with. They have an excellent ability to perceive the complexity of interpersonal relationships as circumstances of situations with clarity and can see how a liability can be turned into an asset, particularly in dealing with people problems.

While Authentic Blues do enjoy just going with the flow, they work towards understanding relationships in context and seek congruence between their ideals in their current situation. They can imagine a variety of possibilities for each individual with whom they are engaged, as well as innovative or imaginative solutions to the problems they face.

Leadership Style



Authentic Blue is rated highest of all the dimensions for creating developmental climates, building and mending relationships in addition to expressing compassion and empathy. They focus on creating harmony within the team and provide the necessary support for individuals to develop. They are protective of their teams and generous with rewarding them for a job well done.

Highly rated for leading others with enthusiasm and warmth, Authentic Blues are collaborative workers who are good at developing relationships and are effective at leading groups in problem solving and conflict resolution. They are seen as able communicators that can put people at ease and are able to enthusiastically inspire their team. Casual and easy going, Authentic Blue leaders are effective at being adaptable, energetic, appreciative, and encouraging independence of thought.

To complete projects successfully, Authentic Blues ensure that they have the right people involved, foster harmony amongst the team, and create a climate where people have freedom, autonomy, and initiative. They are not authoritarian but will often take on a mentoring role for the purpose of motivating people to want to achieve and work together.

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Leadership Strengths



Authentic Blues are known for their ability to facilitate the development of individual potential. They are excellent coaches, mentors, change agents and advocates who are committed to people and their relationships. Toward that end, they work to identify each employee's truth. Their ability to see all sides of an issue, to motivate others, create change and to get along well with others draws out the best in their team.

Authentic Blues' leadership style is participative and tends to develop best in a team-based environment. Due to their ability to see the big picture, and to their gift with words, they can easily inspire others around them. Their focus is on staff development first, with organizational development coming in at a close second. They become deeply committed to the progress of their employees and are always alert for possibilities of career or personal development opportunities for each individual. They feel that by developing employees, the organization will be successful.

Marked by idealism and charisma, Authentic Blues are superbly empathic and have a flair for dramatizing the mundane events of living into something special. They employ a democratic and participative method of involving staff in brainstorming and decision-making where possible.

Using their personal integrity, and ability to envision the future, Authentic Blues have an ability to challenge the values of individuals and organizations in a way that is personable and approachable. In addition to being able to truly appreciate others, they are great at looking for and reacting to the good in others and communicating that goodness to the individual as well as the organization.

Contributions to the Team



Authentic Blues can be excellent spokespeople for your organization because they communicate with enthusiasm and will often have an inspiring story or example to share. During times of change, they are great spokespeople due to their persuasive nature by appealing to their colleagues through emotion-laden sentiments. They bring a personalized, people-centred perspective to the leadership team and can speak to the social consequences of a decision in a way that the other dimensions may not. Authentic Blues work well with all types of people and can "sell" the organization to their clients with ease. They have a knack for making the workplace pleasurable; the people who work with them usually feel good about the organization and their place in it. Additionally, others in the leadership team enjoy working with them, find them attentive and supportive of their points of view.

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Leadership Challenges



Averse to conflict, the Authentic Blue leader may find it difficult to deal with an employee who is not performing well. A non-cooperative or tension filled environment can also be stressful. They must be careful not to burn out just because they are willing to give their time and energy to their employees. They tend not to like all the details, so they can frustrate employees by not giving them enough information to get the job done well.

Although Authentic Blue leaders are sympathetic and generous with their willingness to listen to personal issues, they find it takes a toll on their energy and have little left over for themselves; other people's priorities can take up too much of their time. They may find themselves torn between the needs of their staff and the requests of their superiors as they tend to be sensitive to the former.

Authentic Blues tend to be daydreamers and will sometimes change their minds about how to get a job done but will forget to inform their team. They have big ideas but don't always think about whether or not their idea will fit within their departmental budget. While they prefer to provide freedom, autonomy and initiative to their staff, sometimes tasks and projects do not get carried out or completed.

Authentic Blues have a tendency to spread their energy over too many projects and they sometimes become frustrated by the imperfections of others or within the organization. Difficulties may occur if there is a conflict of values, if they neglect the practical needs of the organization or if they do not assert themselves. Being so in tune with the feelings of those around them, Authentic Blue leaders are vulnerable to wanting to please all people all the time.

Communication Style



Authentic Blues like to create conversations that lead to cooperation and to exploring new possibilities. Appreciation and supporting others are common expressions they put forth; their warmth and concern for others often comes through their activities as they enjoy engaging others in almost any task. They are great listeners who provide a lot of verbal and non-verbal feedback which makes the employee know they are appreciated.

They are eager to discuss the big picture, and they express enthusiasm about ideas as well as being with people. They express their inner vision and engage others so they can connect with the vision. Their language is expressive and filled with remarks about future possibilities; they like to discuss possible future actions and ask open-ended questions. The interconnectedness they see can often lead to some unconventional speculation about situations.

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Leadership Motivators



Authentic Blues motivate others using cooperation and by acting on values that promote well-being. They are inclusive of others and put energy into tasks as well as activities that reflect their values for establishing enduring relationships. They are highly motivated by opportunities to share ideas, brainstorm, and engage with others to solve problems. They thrive in flexible environments that encourage innovation and will put a great deal of effort into actualizing personal values. Searching for new connections among experiences and ideas are excellent motivators for the Authentic Blue, as are opportunities to generate alternative solutions to problems.

The Authentic Blue leader enjoys working with people issues over technical issues; being resourceful about human behaviors and possibilities. They get excited about affiliative interactions that enable them to share the patterns and insights they feel are important. They enjoy conversations with like-minded people who share their values, building relationships with their team members. To gain an Authentic Blue's support, be sure to involve them in decision-making.

Appreciation, Feedback & Praise

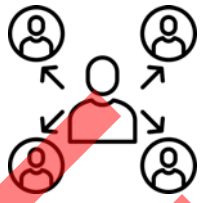


Authentic Blue leaders value individual personal expression of appreciation, and like giving praise to others for their unique contributions. They tend to avoid giving criticism as they feel it can become discouraging or disheartening. Authentic Blue will generally sandwich criticism between a couple of points of positive feedback to make it easier to handle.

Authentic Blue leaders value all kinds of relationships and making personal connections. They feel valued when other members of their team show interest in them as a whole person, and not only as a leader. It's important to them that the values of their organization and their team mesh with their own. Because they are naturally tuned-in to the needs of their team, they are able to share ideas and feelings about their performance and the performance of those around them. They like to know that everyone's ideas and feelings are being heard. Authentic Blue leaders will typically acknowledge specific examples of how an individual's uniqueness has contributed to the success of the team. They will make quick, general day-to-day comments about how much they value input and achievements.

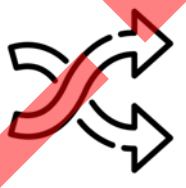
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Delegation Style



Authentic Blues like to give a specific end goal with a time frame and general parameters for completing a project. They are big picture thinkers and get overwhelmed with details. They like to give members of their team the freedom to express their individuality and the opportunity to add their own unique flair to tasks of which they are a part. When delegating tasks, Authentic Blue leaders will first explain why they chose a team member for a particular task because of its uniqueness and how it aligns with their values. They will gladly provide input when asked, but ultimately want their team members to follow through on the project however they see fit.

Navigating Change



Authentic Blue leaders prioritize empathy and a vision for a better future during periods of change. Their focus on people and relationships guides them when navigating transitions by fostering harmony and understanding. They lead with a sense of purpose, inspiring others to see change in a positive light. Their creative thinking lets them see the possibilities that change can bring, emphasizing the human side and the chance for growth and improvement.

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Inquiring Green

The Inquiring Green Leader



The Inquiring Green leader is one who is analytical and inventive, makes decisions by using logic and facts, recognizes the complexity of ideas, patterns, and possibilities, and is focused on the big picture rather than minor details. They are high achievers who strive for excellence.

Inquiring Greens prefer work that is intellectually challenging and have a need to be conceptualizing something in order to feel good about themselves within an organization. They are interested in how things will unfold in the future and are not necessarily concerned with the past or the present. They will often criticize and analyze information as it occurs in relation to a large framework, without much interest in the details or practical applications unless they are necessary for understanding concepts. They have a great ability to see relationships between seemingly unrelated events and facts and can identify endless connections between different ideas.

With an insatiable appetite for knowledge and competence, Inquiring Greens have varied interests, love problem solving and have a drive to excel at whatever they do. They set high performance standards for themselves as well as for others. They require intellectual freedom for their own thoughts and have the ability to summarize long, complex conversations into one sentence. Inquiring Green leaders are highly conceptual self-directed learners as well as lateral thinkers who desire autonomy and the freedom to develop their own solutions. It is far more important to the Inquiring Green Leader to be respected than it is for them to be liked.

Leadership Style



Inquiring Green Leaders typically take a mentoring role by giving direction and guidance to their team, especially to those who may be less experienced. They don't always seek to be the leader on their teams, but others often see them that way due to their natural leadership abilities, including their courage in standing for their convictions and willingness to stand alone against the crowd if they believe they are right. At times, they may be too non-conforming and ahead of the crowd to warrant acceptance or devotion from others. Inquiring Greens are adept at seeing the full picture, so they will typically work out the structure of a system or project and then delegate tasks.

Inquiring Green Leaders pride themselves on their technical knowledge and knowhow and want to use their intellect to figure out complexities. They appreciate seeing a project through from the beginning phase to its completion but are not always interested in its ongoing maintenance. While they enjoy being in charge and being aware of what's going on, they also encourage autonomy by allowing employees to do things their own way. They have incredibly high standards for themselves and for others. If they don't feel they have the expertise needed for a project, they will find someone who does and bring them onto the team. When providing feedback to their team, they strive to be accurate, and can be tough but will always be fair and supportive when necessary. Inquiring Green Leaders like to use humour in their leadership, but it can sometimes go over people's heads.

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Leadership Strengths



With a strong capacity for envisioning possibilities, Inquiring Green Leaders are innovative, independent, imaginative, and thrive on solving complex problems. These leaders are strategic, logical thinkers who can evaluate information quickly, always scanning the environment for ideas and connections. They have the ability to see how the needs of the immediate system interlocks with other systems within the total structure. Inquiring Greens are able to see the inner workings of the system itself as well as its long and short-term implications. These leaders enjoy discussing ideas in order to understand them and are able to see issues from all sides. They are open to and encourage team members to ask questions and are able to motivate others to create change.

Contributions to the Team



Inquiring Green Leaders have a great capacity to envision the future of an organization and will often initiate and develop strategies for getting there. They contribute theoretical structures and enjoy developing usable alternatives for action. They are excellent decision makers and can be relied on to remember and honour decisions even when working under pressure. While they are both creative and calm, Inquiring Green Leaders contribute a contagious enthusiasm in the possibility of ideas. They are equally supportive and enthusiastic about the ideas of others and can be counted on for their honest opinion. Inquiring Green Leaders are always challenging the status quo and are agents of change by setting the course to turn ideas into reality. They are able to convince others of the merit and logic of their ideas through their influence of intellect and are able to take the emotion out of whatever decision needs to be made by the team. They can easily track the thought process of the team and enjoy doing so. Inquiring Green Leaders are quick to recognize problems as opportunities and enjoy solving those problems in inventive ways.

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Leadership Challenges



Inquiring Green Leaders may not always be aware of the feelings of others and may unintentionally say things that are offensive, which is where difficulties can arise. They find it challenging to share their own feelings and have equal difficulty with someone who is emotional or too close-minded. They tend to undervalue feelings that are incompatible with their own, and others sometimes find them intimidating or overpowering. Inquiring Green Leaders are visionaries who can see what an organization might look like years down the road with the ability to map out a plan, but they often have difficulty communicating the plan to others because of their disdain for details. Sometimes their ideas are of high complexity, resulting in their team losing sight of the vision. Their high expectations can cause them to be overcritical, and they are not always sensitive to the impact their decisions may have on others. They tend to be on the growing edge of change and seldom look back to see if others are close behind. Sometimes seen as skeptics due to their questioning nature, they have the propensity to clash with authority if they don't respect the leader or the rules. Inquiring Green Leaders may have many projects on the go but incomplete, tending to overcommit themselves and improve on things that have already been accomplished.

Communication Style



Inquiring Green Leader personalities expect open and honest communication using global, impersonal, and logical language. With an already vast vocabulary, Inquiring Green Leaders love learning new and unusual words to use when articulating their ideas. To communicate with an Inquiring Green Leader, challenge their intellectual curiosity, focus on the big picture, use analogies and metaphors, engage their imagination, and demonstrate your confidence to them. Do not bombard them with unnecessary details – they will ask you for whatever information they feel is pertinent and required to carry out their tasks. Confident in their opinions, they will often put their ideas forward strongly so that they are heard and to encourage others to consider and debate issues. They are extremely persuasive and convincing when championing an idea, even if they are wrong. However, they sometimes find speaking difficult because their ideas come to them so quickly.

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Leadership Motivators



Inquiring Green Leaders are naturally motivated and may not recognize that others may need additional forms of motivation. They will motivate their team by sharing the vision and framework, and by allowing members the autonomy to achieve the vision. They excel at motivating people through their own excitement about their vision. Inquiring Green Leaders also make excellent mentors as they are always willing to share their expertise and knowledge with less experienced staff. While they tend to be hands-off leaders, they will quickly step in if they notice their staff is moving in the wrong direction. Inquiring Greens are motivated when their minds are engaged in solving problems and may become bored if circumstances do not supply intellectual challenge or novelty.

Appreciation, Feedback & Praise

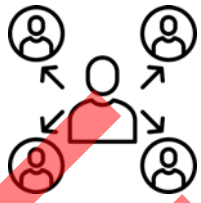


Inquiring Green Leaders value ideas and knowledge. They appreciate an intelligent listener who will take the trouble to follow the complexities of their concept. Inquiring Green Leaders sometimes have difficulty expressing their appreciation and recognition to others. They are incredibly self-reliant and self-critical, so they are not always open to feedback, especially if they have already thought it through themselves. When they are giving feedback, they prefer for it to be about capabilities and not of a personal nature. Inquiring Green Leaders can be suspicious of receiving appreciation for a routine task well done, so it doesn't come naturally to them to give it out. When providing feedback, Inquiring Green Leaders tend to be direct and to the point. They usually present ideas without emotion and give logical reasons as well as time to process what has been said. Because Inquiring Green Leaders value ideas, knowledge, and competence when they show appreciation or give praise for work, it is because they feel the recipient is at least as competent as they are in the area in which they are giving feedback.

Inquiring Green Leaders need to feel respected before they will listen to feedback; if they do not have respect, they will not respond. Inquiring Green Leaders need to hear logical reasons and be able to discuss and debate the issues before they change their ideas or behaviours.

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Delegation Style



When an Inquiring Green leader delegates a task, they won't provide a step-by-step list of how they want a task completed, but rather, will make sure the individual receives the whole picture — what is the vision and purpose of the tasks(s) being delegated? What exactly needs to get done, and by when? Inquiring Green leaders don't like to be bombarded with details themselves, so they will give autonomy to complete the task as the individual doing it sees fit. They will offer ideas that challenge, but will also ask for input as to how a task can be accomplished. Inquiring Green leaders tend to be extremely independent, so it's recommended to set up check-ins to evaluate progress and ask any questions, otherwise, they may not be seen until the project is due.

Navigating Change



Inquiring Green leaders navigate change with a logical and analytical mindset. They thrive on understanding the underlying causes and effects of change, using their problem-solving abilities to navigate uncertainties. Their emphasis on critical thinking allows them to assess a situation objectively, strategize effectively, and implement practical solutions. They play an important role in leading through change by providing structured and well-thought-out approaches to managing complex situations.

SAMPLE

Organized Gold

The Organized Gold Leader



The Organized Gold leader is great to have on your team to keep things running efficiently and ensure details are not overlooked. Extremely hard-working, the Organized Gold Leader is reliable and will complete work step-by-step until the task is complete. They are organized both physically and mentally. They make lists of things to achieve with due dates and will revise regularly as the need arises. The Organized Gold leader seeks precision and clarity in both spoken and written word and requires practical, realistic connection to the tasks at hand as they are extremely focused on the here and now.

Organized Gold leaders require structure and regular interaction to make sure expectations are being met and goals are being achieved. With a need to be "in the know," they want clarity around objectives. They seek your specific, detailed expectations, and they enjoy working in an accountable culture. Organized Gold leaders have a need to feel respected and appreciate acknowledgment and recognition of their achievements. Most comfortable having structured routines and schedules, the Organized Gold leader prefers to conform to social norms, engage in established traditions, and will use concrete facts to make decisions. They are very respectful and responsible people and expect the same from their staff and peers.

Leadership Style



The Organized Gold leader is very conscious of time constraints and will focus on getting the job done correctly and on time. They are able to systematically organize tasks and people, and will delegate to others on their team to complete tasks on time and ensure that practical issues are taken care of. Organized Gold Leaders will often take on a teaching or mentoring role and create stability by providing workplace roles and procedures as well as definite outcomes. They will also communicate with frequency and detail to ensure all team members understand what needs to happen and when. They greatly value loyalty and will reward it with inclusion. They will often describe past successes on the team, which helps to increase the confidence of team members. Organized Gold leaders pride themselves on being well connected. They feel they can accomplish almost anything, and if they can't, they will know someone who can complete the task for them.

SAMPLE

Leadership Strengths



Thanks to their strong ability to provide structure, direction and clarity, the Organized Gold leader is an excellent addition to any leadership team. With a tenacity for wanting to accomplish tasks the right way the first time, The Organized Gold leader can be relied upon to deal with contracts and important documents due to their impeccable organizational skills and commitment to project completion. They are incredibly thorough in everything they do so that everything is in the right place at the right time. They are great practical problem solvers leading to creative solutions to day-today challenges. They have the ability to think ahead in a practical, logistical manner.

It should be no surprise that the Organized Gold leader loves detailed schedules, calendars and lists from which to work. They enjoy order, structure, routine and predictability that will guide a project to completion. Extremely decisive, the Organized Gold leader enjoys being part of the decision-making process, with abilities that lie in establishing policies, rules, schedules, routines and regulations.

The Organized Gold leader places value on traditions, and are loyal to their friends, family and the organization for which they work. Extremely cooperative and supportive of their teams, the Organized Gold leader is good at drawing up lines of communication and following through. In return, they expect logical, matter-of-fact communication from their superiors and teammates. You can trust that an Organized Gold leader will step up to mobilize people, tasks and organization for action, ensuring that tasks are done correctly, and their results are seen. They are cautious in spoken communication to ensure that the information is understood and are careful to explain the details that will matter to others.

Contribution to the Team



In leadership roles, the Organized Gold leader brings order and efficiency to the team and leader by planning, providing direction as well as assigning responsibilities to ensure the project is completed properly. They influence the team by using logical arguments backed by specific examples, as well as by modelling the standards they expect from others. The Organized Gold leader enjoys the process of stabilizing and can be relied on to arrange the environment to bring stability to a team or organization. Highly skilled in their ability to execute and operationalize plans, they are excellent at planning, organizing tasks and sticking to the plan, even when under immense pressure.

Without an Organized Gold leader on your team, important details may be missed; focused on facts, details and results, they can maintain an excellent data flow upward and downward so that those around them stay informed. They will ensure that policies and regulations are in place, especially during times of change, and will continue focusing on setting priorities based on what people need.

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Leadership Challenges



Due to their natural knack for organization and planning, the Organized Gold leader may have difficulty functioning or completing tasks if there is a lack of organization or if the project goals are unclear. Sometimes, they will focus too much on the small details and what could go wrong, which may interfere with their ability to visualize other possibilities. Sometimes too focused on reality and the here and now, the Organized Gold leader has a tendency to resist change and must monitor their behaviours to ensure that in their zeal for policies, regulations, and standard procedures, they don't overshoot their mark and attain too much stability. Their resistance to change can cause them to be a roadblock to necessary and healthy organizational growth. A bit controlling in nature, they may experience difficulty delegating tasks and will take on too much for themselves. Additionally, the Organized Gold leader often finds it difficult to deal with conflict and rather than assert themselves, they may withdraw from certain situations. Because Organized Gold leaders pride themselves on knowing their jobs well, they do not respond well to micro-management.

Communication Style



When Organized Gold leaders communicate with their team, or if you are communicating to them, they prefer to remain focused on the facts and the details. They speak in a logical, sequential and practical way, and tend to interpret the language of others quite literally. They trust the information they gain from direct and personal experiences and will use those personal experiences when relaying information to others. They are less comfortable discussing theoretical or hypothetical situations. In discussions with team members, the Organized Gold leader seeks closure and solutions rather than exploration - they are often not fond of in-the-moment brainstorming. When communicating with an Organized Gold leader, be sure you are being clear, direct and efficient, provide specific instructions, and expect many questions as they like to know as many details as possible.

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Leadership Motivators



To truly leverage the strengths of an Organized Gold leader, be sure to provide precise, accurate and timely information when they have been given a project or task. Give to them a description of a real-life situation followed by a concise, analytical observation accompanied by the details. They are motivated by practical, hands-on approaches that move toward the completion of the task at hand. They are also motivated by genuine appreciation of their hard work. If you don't acknowledge it, they may become resentful.

When motivating others, the Organized Gold leader believes that both showing and telling is the best way for people to understand what needs to be accomplished - they will regularly model behaviours they wish to see in others so that their team will follow suit. They motivate by making sure others know they can be counted on when in a leadership role, and that things will feel stable during periods of change. The Organized Gold leader provides comfort, a sense of belonging and carefully preserve the traditions of the organization to provide a sense of permanence to employees and clients alike.

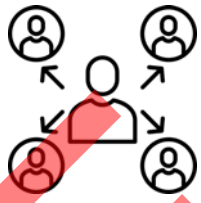
Appreciation, Feedback & Praise



While Organized Gold leaders may appear more neutral when giving appreciation and recognition, they feel it is important to give positive feedback. They strongly value responsibility, loyalty, and hard work; and will give the highest praise for team members who demonstrate excellent attendance, time and effort put into a project as well as dedication to the whole team and organization. When giving feedback, Organized Gold leaders tend to provide specific examples rather than generalities, and show that they appreciate individual achievements. They will point out how well team members did on specific projects, especially if it met a standard that was set forth or that they developed. When Organized Gold leaders get feedback from their team, they can have the tendency to push back as they take great pride in their work and can sometimes get defensive or focus on the lack of communication, they received that led to that outcome. When you are setting performance objectives for Organized Gold leaders, ensure they are specific with distinct measurements and dates for check-in meetings. Assignments are clear with definite procedures that clearly demonstrate outcomes.

SAMPLE

Delegation Style



When Organized Gold leaders delegate, they will make sure their team understands the end result of a task, and outline specific goals, objectives and time frames to work toward. They will make sure that the scope of the project is understood and give as many details as possible to ensure that the job will be done exactly how they want it to be done. They are happy for their team to check in and ask questions about the details along the way. Organized Gold leaders work best when there is a clear hierarchy and will share who has the authority to make decisions when delegating tasks.

Navigating Change



Organized Gold leaders have a practical and responsible way of navigating change. They prefer stability and manage transitions by relying on established procedures and structures. They bring a sense of order and consistency during times of change, making sure that the transition process is methodical and structured. Their careful consideration of the impact of change on existing systems and people makes them essential for maintaining stability in uncertain times.

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Conclusion & Reflection

Important things to consider

Conclusion

Now that you have reviewed your Leadership Report you will have a sense of each of the four dimensions, as well as an understanding of Introversion and Extraversion, and how they relate to your leadership style. You will have a better understanding of yourself, your strengths and your contributions to your team. In your continuing process of self-discovery, remember to complete the reflection questions on the following pages and develop an action plan for any area you would like to work on. Remember that we are all plaid. We are a blend of all four dimensions, and can draw on each of them as necessary. Being able to adjust your style to the person or people you are leading and to the situation at hand is a sign of a great leader.

Reflection/Coaching Questions

Leadership Strengths

1. Identify what you believe to be your 3 greatest strengths. How are you using these strengths in your current position?

2. What are the top strengths you believe to be the most important in your current position?

3. Are these strengths the same or different from your top 3 strengths?

SAMPLE

4. What is the gap between your answers to questions 1 and 2?

5. What areas might you need to work on to narrow or close the gap?

6. What might you need to stop, start, and continue doing to be even more successful in your current position?

Contributions to the Leadership Team

1. What do you believe are your greatest contributions to your leadership team?

2. Give an example of a contribution that you made.

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3. How else might you be able to contribute to the success of your leadership team?

Leadership Challenges

1. What do you believe are the 2 major challenges you are facing right now?

2. How does your style contribute to the successful handling of these challenges?

3. How might your style hinder your successful handling of these challenges?

Leadership Communication

1. What are your communication strengths?

SAMPLE

2. What aspect of communication is the least comfortable for you? Why might that be?

3. What can you do to become more proficient in this area? Why or why not?

Leadership Motivators

1. Identify two motivators that are being fulfilled in your current position.

2. How can you increase their positive effect in your current position?

3. Identify two situations that reduce your motivation in your current position.

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4. How might you handle these de-motivators more effectively?

Differences

1. Are there any specific statements that you do not believe describe you?

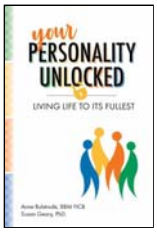
2. Why do you think you may not see yourself in these descriptions?

3. Do you think others might see these behaviours in you?

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Resources

Grow your Personality Dimensions®

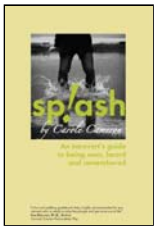


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By: Anne Bulstrode, BBM FCIB & Susan Geary, PhD

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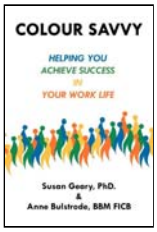


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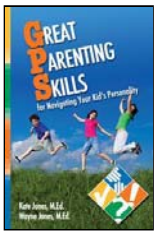


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