

Good Day

Exceptional leadership. A better future.



Personality Essentials Series

Extremes

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Discovering insights about your Extremes

Everyone has days when they aren't at their best.

Welcome to your Report

Experiencing frustration, stress, or excitement can lead us to act in ways that do not reflect our best character and may impact our performance, damage our reputation, and hurt our relationships. While we tend to overlook, excuse or deny the less attractive parts of our personalities, understanding ourselves fully can help us manage our weaknesses and even find opportunities to leverage them to our benefit.

This report draws on organisational and clinical research to describe extremes in behaviour that detract from our personal and workplace success. Your results are derived from your responses at the far ends of the five core factors of personality that were measured in the Day to Day Reputation report. You should therefore read these results in conjunction with your Day to Day Reputation report.

The behaviours that are predicted by the Extremes report are dysfunctional aspects of your personality that others experience in interactions with you when you are fatigued, stressed, emotional or bored. Although these behaviours are ultimately counterproductive, particularly when you are leading, they may represent adaptive behaviours that have proved effective or protective for you in the past.

It is rare for us to show our extremes all the time and more common for us to demonstrate them infrequently. Here are some of the reasons why people continue to demonstrate extreme personality characteristics:

- 1. their extreme traits have become associated with positive outcomes for them*
- 2. the behaviours are valued in the individual's career and workplace but can be negative when performed too often*
- 3. sometimes people find themselves in a situation where they can not control their impulses*
- 4. leaders have scope for less self control, which can result in indulgent behaviour*

Ten Extremes of the Reputation Factors

Global research identifies ten behavioural extremes, one at each end of the five Day to Day Reputation scales. They are as follows:

Emotional Experience. Concerns a person's overall emotional tone, confidence in their own abilities, and how the person handles stressful situations.

Intense ← Emotional → **Unemotional**

Extraversion. Explores a person's engagement with their environment, particularly socially. It includes their comfort, dominance levels and the stance they usually adopt in social interactions.

Withdrawn ← Extraversion → **Unrestrained**

Agreeableness. Concerns the degree people are concerned by and motivated to meet the needs and feelings of others.

Insensitive ← Agreeableness → **Oversensitive**

Conscientiousness. Provides an understanding of the way a person approaches goals and tasks, and the degree to which they manage attention and effort.

Impulsive ← Conscientiousness → **Rigid**

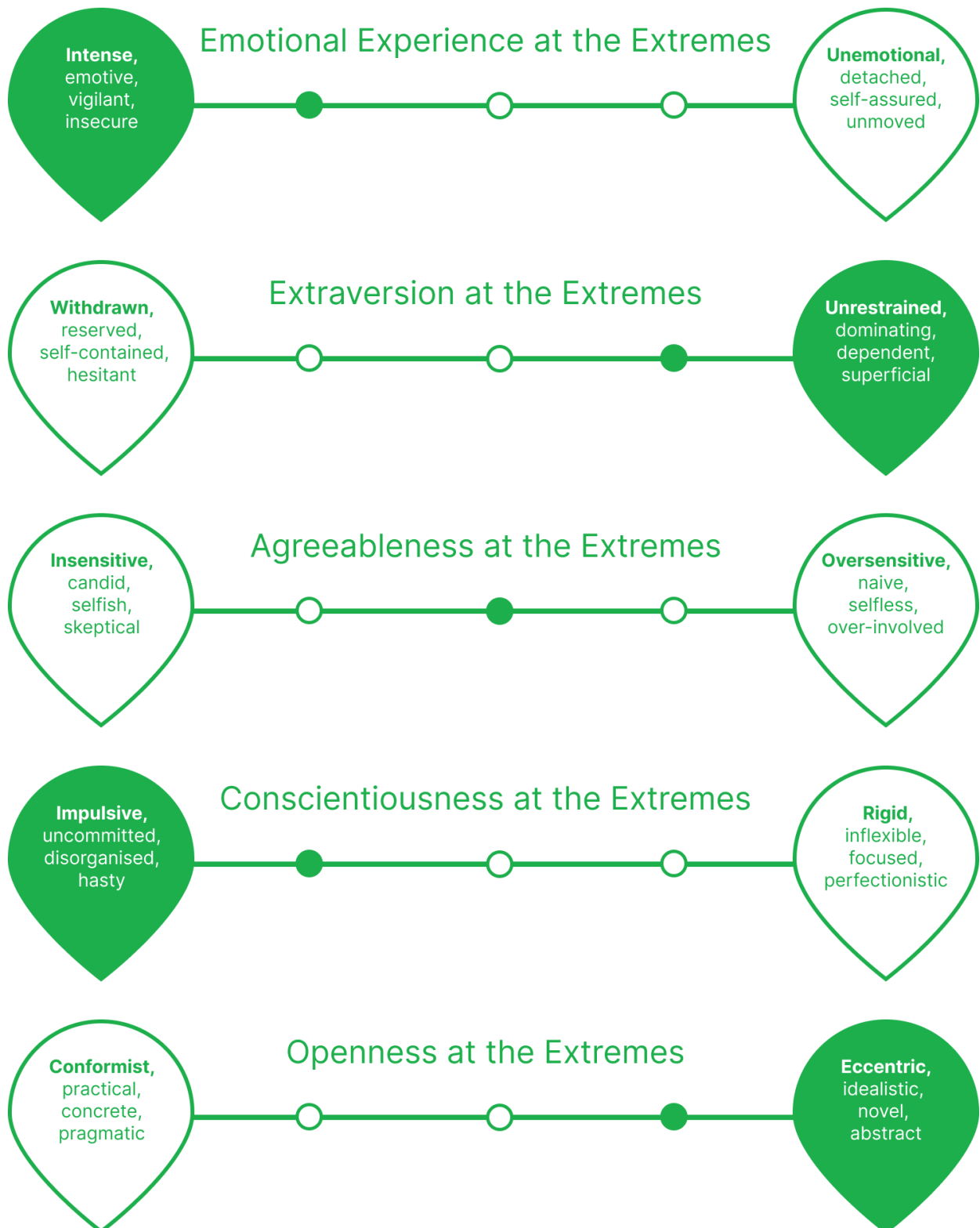
Openness. Reveals the need for mental stimulation, one's willingness to try new things as well as engage in imaginative and intellectual activities.

Conformist ← Openness → **Eccentric**

In the following report, you will find where you have scored against the ten extreme poles associated with the five factors that made up your reputational personality profile. These extremes provide a clear, uncomplicated language to describe you when you are not at your very best and in the pages that follow you will learn how you can better manage and leverage these traits to further improve your strategic self-awareness to maximise your leadership potential.

Your Extremes

These factors anchor your reputation

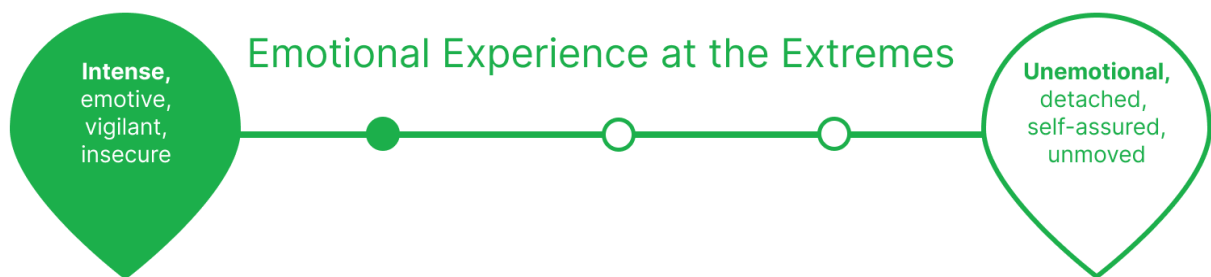


Emotional Experience

This scale measures a person's degree of sensitivity to risk, failure, and criticism. At the extremes it identifies the extent to which a person is likely to express either anxiety, worry and self-doubt versus display detachment, indifference and over-confidence in response to threat, frustration or loss.



At these times you're very self-critical, sensitive and prone to anxiety. You have a heightened sense of threat and risk and are constantly on alert for these. You may be seen as unrealistic in what you expect from others and find yourself feeling let down when they don't meet your expectations. Your inclination to seek feedback and reassurance may cause you to seem naïve and others may take advantage of you.



So What? Reflections and Review:

How you show up

You are likely to worry more than most about what can go wrong, express doubt about your ability to overcome difficulties and avoid pressured situations because they heighten your performance anxiety. You can tend to be self-critical, express dissatisfaction with your achievements and focus on proving yourself which leaves you prone to fatigue or even burnout.

How you relate

You will be seen as intense due to having stronger emotional reactions than most. You run the risk of being seen as pessimistic or anxious. You are easily discouraged, frequently doubt yourself and seek more feedback and reassurance than others.

How you lead

You are likely to have high expectations of your team and may have a reputation as hard to please. While threat detection is valuable, over-exaggerating the immediacy or size of threat will drive a constant sense of 'urgent response required'. Some will appreciate that you also see the risks and challenges that they face, however you may overlook opportunities to convey a sense of optimism.

How you think and plan

You tend to catastrophise, overthink, and hesitate about taking risks. This can mean sometimes you appear cautious, take longer than most when making decisions, and put too much emphasis on losses, frustrating those who might be ready to commit to a decision. Your anxiety may see you wanting to prepare well in advance in an effort to avoid time or performance pressure, distracting from other priorities.



Now What? Ideas to turn insight into action:

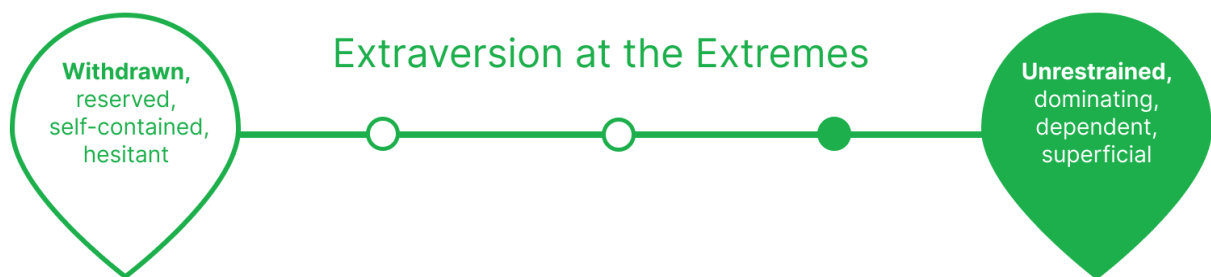
- *Take the time to reflect and understand your stress triggers. Practice techniques to stay calm and self-soothe, so you are able to use these when you're feeling under pressure.*
- *Challenge your assumptions about situations, and reality check your thoughts and reactions to see how situations fit into the bigger picture.*
- *Pay attention to how your emotionality can ramp up the tone of the discussion. Pause and reflect on whether you are making things unnecessarily personal, and seek to calm the situation rather than inflame.*
- *Practice separating your feelings from the facts, to consider what are you missing and how new information might change your expectations and perspective.*
- *Ensure you communicate to colleagues what you need from them. For example, if you are working with someone who leaves things until the last minute request that they have a task complete by a deadline that works for you.*
- *Seeking to understand other's ways of thinking about the situation may help to put things in perspective. Deliberately practice listing the opportunities and benefits at hand.*

Extraversion

This scale measures a person's degree of comfort with relationships, social discourse, and the frequency of interpersonal activity. At the extremes it identifies the extent to which a person can be overbearing, demanding of attention, yet inattentive versus appearing avoidant, cold, and ill-at-ease when interacting with others.



When you are not at your best you're likely to be outgoing, expressive and energetic, but you may not always read the situation and can come across as too loud. You are likely to be comfortable at the centre of the action and will enjoy having many different things going on. This can mean you are easily distracted, making it difficult for others to gain your full attention. At times, you can appear to compete with people for attention, and focus more on projecting your views instead of listening to others.



How you show up

Vibrant and outgoing, possibly to the point of being showy and boastful, you expect others to want to engage with you.

You are likely to talk more than others, stay close to the centre of attention, and dominate group discussions.

How you relate

You seek out the company of others with energy and positivity, however you can overshare and struggle to give people your full attention.

Easily distracted, you can appear to want an audience more than a deep connection. Some may feel dismissed and that you don't really 'see them' or respect their boundaries.

How you lead

Your self-assurance and social confidence can be disruptive. This can communicate to others that their perspectives are worth less than yours and that there is little scope for them to take the lead.

Talking more than you listen and promoting your views and ideas to the top of the agenda can disempower and intimidate.

How you think and plan

You are likely to have a spontaneous approach to networking and consultation, which may be perceived as insincere engagement.



Now What? Ideas to turn insight into action:

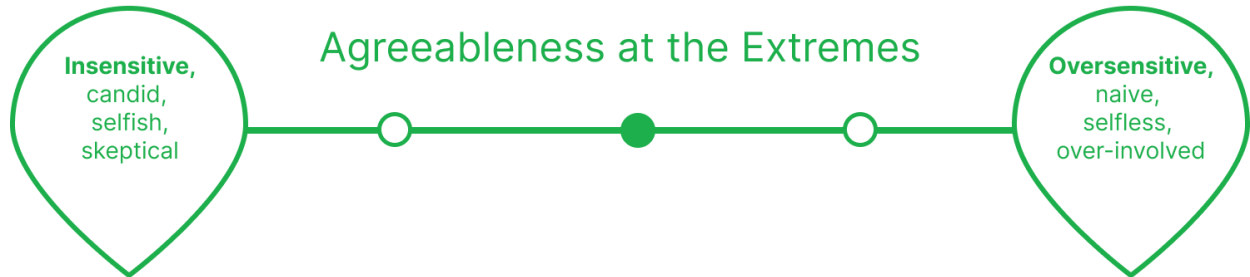
- *Be respectful of others' need for time and space to think before they respond to the discussion.*
- *Be the last to speak, then demonstrate that you're aware of the points others have made by summarising what they have said. This will make them feel heard and appreciated.*
- *Practice paying more attention to the dynamics of the group, paying attention to who speaks first or not at all, respectfully inviting participation, and using active listening skills. This will encourage greater collaboration and diversity of views.*
- *Create opportunities for your colleagues or team members to share the limelight – toning down the attention you command in the group empowers others, invites alternative perspectives, and creates a sense of acknowledgement.*
- *Be mindful of your tendency to create an excessively high work pace for your employees. Help your team work sustainably by setting realistic deadlines and clear priorities.*
- *Avoid falling into the advice trap by using skilful coaching questions that empower others to voice their concerns and support the exploration of opportunities to address them.*
- *Be aware of your impatience to start new pieces of work before other work is completed. Look at your team's workload before you introduce new proposals or set new targets.*
- *Capitalise on your broad networks by being more deliberate and planned about including them in a way that allows them to participate fully, for example through earlier engagement or a considered agenda.*

Agreeableness

This scale measures a person's capacity for being attuned to the feelings, thoughts and needs of others. At the extremes it identifies the extent to which a person is self-sacrificing, conflict averse, and overly invested versus blunt, self-serving and confrontational when interacting with others.



You sit directly in the middle and are most likely to maintain an appropriate balance between the behaviours described at the extremes.



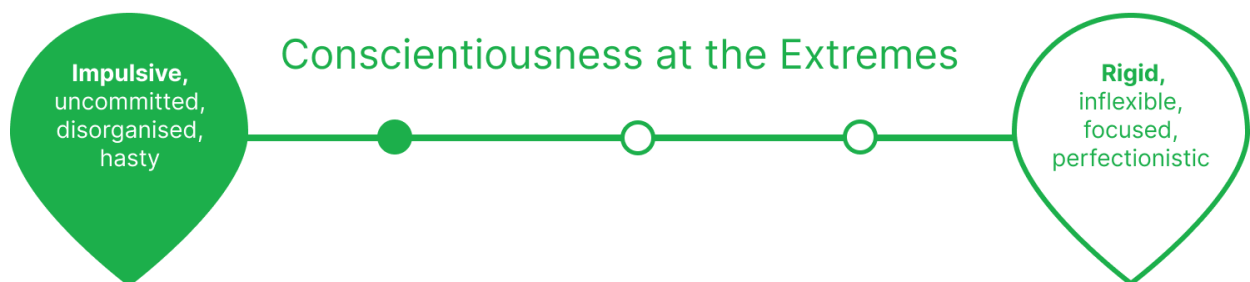
Consider your approach to disagreeing with your boss or colleagues. How do you show you are open to different ideas without being overly swayed by these?

Conscientiousness

This scale measures a person's ability to adhere to expected rules and standards when completing work. At the extremes it identifies the extent to which a person is rule bound, obsessive, and overly analytical versus highly distractible, erratic, and haphazard when performing tasks.



Under pressure, you can be impulsive and easily distracted. Although you may make plans, you will often not follow them. You will be comfortable bending rules and norms when you feel they don't apply to you, and may miss deadlines and make excuses for not producing work on time. While you can be flexible and make quick decisions, this can also give the impression that you are less inclined to think through the consequences of your actions.



How you show up

You tend to be impulsive, easily distracted, and more interested in having fun than focusing on hard work.

Working around rules and not thinking through the consequences of your actions can give you a reputation as being unreliable or irresponsible.

How you relate

You are more likely than most to miss deadlines, skimp on details, and cut corners. This can lead to others having to work harder to make up for the gaps and confusion that your approach creates.

You may make excuses for being unreliable, rather than owning your part in the confusion, which, in turn, makes it harder for others to trust you.

How you lead

Others may find your style somewhat lax and disorganised. Although you can be charming and fun, people may feel you're self-centred and come across as too focused on the short-term.

Your erratic work and low regard for team goals can damage team cohesion and performance.

How you think and plan

Your style can be unplanned and impulsive, with little regard for your own or others' safety.

You can make quick decisions, but you risk not taking sufficient time or effort to fully consider all implications and possibilities so they may need to be reworked.



Now What? Ideas to turn insight into action:

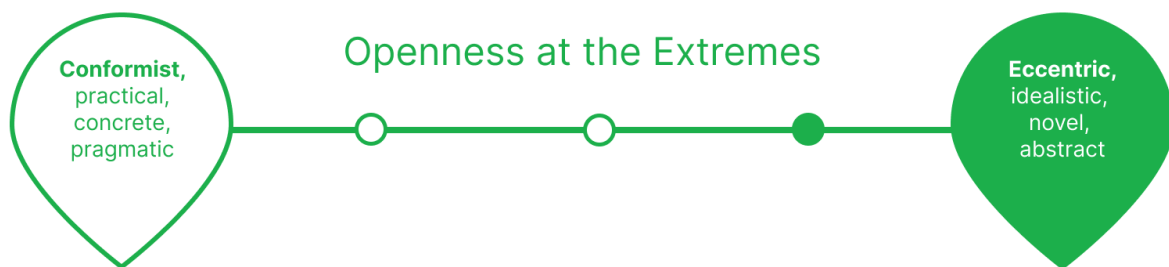
- *You are encouraged to reflect on the value of rules in the workplace, to keep systems working and provide safety for people. Pause to think through the consequences of your actions, and if necessary use a trusted colleague to brainstorm potential unintended and otherwise unanticipated consequences.*
- *Practice having more structured conversations, which focus on scope, monitoring progress and timeframes when accepting work so that you do not overcommit. Look for ways to be mindful and stay abreast of your commitments, for example, keeping a to-do list or schedule.*
- *Own your more flexible tendencies and acknowledge others' strength in this space but don't leave your colleagues carrying a disproportionate load.*
- *Be wary of adopting a 'do as I say and not as I do' leadership style. Consider when it is most critical for you to lead by example. Having team members who complement your style, for example by being organised and planned, can work well, but it is not an excuse to not pull your weight.*
- *Take the time to consider the fine details that are involved in decision making. Ignoring them will create more work for yourself and others in the future.*

Openness

This scale measures a person's appetite for change, differences in lifestyle, and curiosity. At the extremes it identifies the extent to which a person is novel, peculiar, and unconventional in thinking versus intolerant, conventional and closed to new ideas.



When triggered, you think further outside the box than most and are convinced that you see things from angles that others don't. As a curious and inventive person, you're drawn to new ideas and novel ways of doing things. You risk coming across as unrealistic and vague because you have impractical ideas that you rarely explain in a way others can understand. You may find yourself frustrated by those who appear conventional and question the need for change.



How you show up

You are likely to have eccentric thinking patterns, like to stand out, and be perceived as overly creative.

You are likely to constantly examine your inner beliefs and assumptions. Others may dismiss you as flighty, dreamy, and unrealistic.

How you relate

You risk being seen as too preoccupied with your own thoughts and ideas that differ from other's ideas, making it hard for them to buy-in to your thoughts and relate to your passions.

You are likely to be easily bored by those who are more pragmatic and down-to-earth.

How you lead

Drawn to novelty and change, you may appear to deprioritise immediate business needs, focusing instead on less practical, but new and exciting ideas.

You are unlikely to hold others accountable to specific deadlines, boundaries, roles or tasks.

How you think and plan

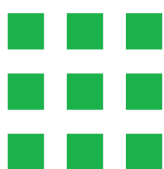
You tend to focus on new and exciting ideas at the expense of the main objective.

You are likely to see patterns where others do not, drawing unlikely inferences and conclusions which can waste time and distract colleagues.



Now What? Ideas to turn insight into action:

- *Remember that some people are threatened by spiritual or creative approaches and that it will be important to also demonstrate pragmatism and connection to reality in order to build credibility and influence.*
- *Remind yourself that although something is interesting or obvious to you, it doesn't mean others will view it similarly. Therefore, you should invite feedback from others and be curious about what they have to say.*
- *In order to effectively influence others, think about what is actually reasonable and practically possible before you present your suggestions. Find someone you trust to act as a sounding board.*
- *Check yourself to identify which situations call for creativity. Being a creative problem-solver is a strength, but your tendency to think and do things differently can confuse others and make the simple overly complex.*
- *Spend more time explaining your ideas and thoughts to people in a straightforward and logical way to make it easier for others to understand.*
- *Try to structure and sort your ideas. Consider carefully which ideas you choose to share. People without the same approach as you may grow weary of too much creativity.*
- *Learn to distinguish between what exists purely for your own intellectual stimulation, and what is relevant to the performance of your colleagues and the group. If your train of thought is too abstract and complex it may confuse your colleagues and cause them to lose interest.*



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