Energize2Lead Profile™

The Key to Unleashing the Power of the Three Dimensions of a Leader’s Energy

Energize2Lead Profile™

for

Jane Doe

Academy Leadership
## Energize2Lead Profile™
### Jane Doe

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Putting your Energize2Lead Profile™ to work

Developing leaders who can energize their followers
Academy Leadership: Jane Doe

Energize2Lead Profile™ Summary

**Preferred Style**

**Preferred jobs**

Jane enjoys jobs and activities that require flexibility and creativity. Working with people, teaching or providing a service will be most satisfying, especially if it includes a great deal of variety.

**Least rewarding jobs**

Jane may become frustrated with jobs that require a high attention to detail. Working alone can be challenging, as are jobs and activities driven by deadlines and regulated by strict rules.

**Expectations**

Jane was socialized as a young adult to think that people should be open-minded, encourage questions, and solicit everyone's input. These became Jane's Expectations of how people should act and communicate, and they apply equally to personal and work life.

When communicating with Jane, remember to:

- keep Jane involved and explain why. Encourage questions.

Avoid:

- telling Jane what, when and how to do things.

**Instinctive Needs**

Jane has an instinctive need for freedom and independence, to identify with people who think outside the box and don't get hung up on rules and regulations. Exploring new ideas and opportunities is enticing and acting upon them is even better.

Remember to:

- clearly define the goals and explain the reasons behind those goals, while also allowing Jane the latitude to explore alternatives and work independently under pressure.

Avoid:

- requiring Jane to become dependent on regulatory procedures and stifling the need for freedom and independence. Avoid withholding information.
The Four Color Traits
Energize2Lead Profile™ uses colors to describe the four basic traits. Colors provide a quick reference to describe behaviors and specific points of view. Here are descriptions of the four basic color traits.

**GREEN**
Green likes to keep things ordered and systematic. Green uses history and facts as a road map in life, and is cautious in order to avoid making mistakes. You'll find green people working by themselves or feeling accountable for whether the job gets done, even if they delegate the actual job to someone else.

**Words associated with green**
- methods
- systematic
- consistency
- rules
- analytical
- control
- history
- predictability
- stability
- reserved

**YELLOW**
Yellow focuses on the team or society. Yellow is outgoing and adaptive, and will seek to involve the group or community in decision-making. You'll find yellow people bringing teams together and acting democratically. This trait routinely causes people to over commit. Ask a yellow person to help you and they'll always say yes, without considering how much free time they actually have because they love to accommodate others.

**Words associated with yellow**
- flexible
- optimistic
- coach
- options
- diplomatic
- adaptable
- discussion
- influence
- consensus
- participative

**RED**
Red is action oriented. Setting and meeting goals are red qualities. Red seeks out independence and likes to be in charge. You'll find red people working independently so they can maintain power, rather than gathering a group. They're the ones who'll get you off the sofa or away from the desk and out there doing something physical.

**Words associated with red**
- outcome
- can-do
- authoritative
- independent
- to-the-point
- bold
- direct
- short-term
- initiate
- straightforward

**BLUE**
Blue is inner-focused, seeking information and understanding. Blue prefers to look at alternatives before making decisions. You'll find blue people in artistic communities, writing music, inventing things or calling you up to confide their latest idea. They value good listeners rather than people who give advice, because they don't like to be told what to do.

**Words associated with blue**
- plan
- inquisitive
- future
- dialogue
- freedom
- creative
- what-if
- visualize
- individualistic
- consult
Color Combinations

When dominant color traits appear in combination, they take on specific meanings. These meanings can change depending on which of the three graphs the combination occurs in. Dominant traits can either be what you like to do, your expectation of yourself and others or what you instinctively need, so the following descriptions are generalizations of how the colors work together.

Two-color combinations

Green/Red
Green/Red traits combined make up the left-brained, focused, concrete, linear approach. Red adds energy and drive while green adds structure and order. Green worries about how the job gets done while red just wants it done, wants to see a tangible outcome. Green adds process while red jumps in and speeds it up. People with Green/Red working together tend to view the world in black and white. They'll look at a problem or issue and hone in, discarding what appears to be irrelevant so they can quickly come to a solution. They are territorial and will protect what is "theirs". For Green/Red people, creative thinking is highly overrated. They will suppress a more open, expansive approach. Under pressure, Green/Red will focus on what worked before as a road map.

Yellow/Blue
Yellow/Blue together is continuously evolving. This combination doesn't look at history, boundaries or rules as a roadmap but at what's best for the human condition. People matter most and that combination is forward looking. Yellow constantly scans the horizon for information and blue scans the depths to find the deeper meaning and what's good for the individual. Yellow alone can appear shallow. Blue alone can get lost in the depths - they analyze until they're paralyzed. Yellow sends you flowers to the hospital while blue will sit with you all night. Together, Yellow/Blue is the self-directed combination. When listening, they pick up the meaning of what's being said, rather than a literal understanding. The downside of Yellow/Blue is trouble bringing things to closure for fear of leaving some potential creative solution or person out.

Red/Yellow
Red/Yellow traits combined create extroverted physical energy. Yellow energy moves through people while Red moves through taking action and meeting goals. Yellow can multi-task while Red brings each task to completion. Red sets timeframes. Yellow helps Red not to be so focused on self, to see a broader picture. Red/Yellow together are hard-driving people, assertive and focused on short-term goals. Good production managers tend to have this combination, because they have the ability to coach. Red/Yellow seeks to "adapt and overcome". Yellow can only be flexible up to a point, until the Red steps in and says "enough, let's get on with it". Red by itself can be too independent. Yellow by itself can be too big picture oriented and fail to deliver results. The downside of Red/Yellow together is not valuing time to explore more possibilities.

Green/Blue
Green/Blue traits combined focus on mental energy. Green adds accountability while Blue adds vision. Green/Blue is an introverted combination that avoids risk and doesn't like making mistakes. When mistakes happen, Green blames itself for not having taken enough time while Blue says, 'I should have seen that coming'. Green/Blue is good at evaluating risk and creating strategy because their perspective covers an entire timeline. Green looks at the past, while Blue looks at the future. Green/Blue people are productive researchers; they assimilate, process and store information much better than other combinations that lack patience. On the downside, Green/Blue doesn't like to be pushed for a decision and may react negatively by becoming withdrawn and stubborn.

Red/Blue
Red/Blue traits combined create individualistic entrepreneurs and pioneers who like to set projects and achieve them. They're truly the world's explorers who don't like to rest on their achievements but want to keep exploring. They create new things and build them because they can see and act outside of the box. Blue provides vision and red acts on it. Blue can store an idea for later and still value it but Red needs to see the value straight away. Red/Blue together doesn't look at group opinion and past process - that's more likely to be seen as part of the problem than the solution. They can be very impatient and find it hard to listen. They finish other people's sentences for them. Process is not valuable, it's a necessary evil, and so once a solution appears they abandon all methods and get going. This makes it hard for others to replicate what a Red/Blue person creates because there are no guidelines to follow.

Green/Yellow
Green/Yellow traits are conforming, keeping the more entrepreneurial Red/Blue energy in balance. This combination is also known as the "organizing principle". Yellow organizes people and green organizes things. True Green/Yellow are often politicians, comfortable working within political boundaries and convincing people to positively keep to the rules. Yellow creates guidelines for groups to follow so human resources professionals
also often have this dominant trait. They are both people and process oriented. Stable families are important to Green/Yellow people. They are the ones who support and organize traditions that get their family together. The down side, Green/Yellow can get in the way of change because these people try to systematize change and capture it.

Three-color combinations

**Red/Yellow/Blue**
Red/Yellow/Blue is more than a mix of three colors; it's a mix of three different two-color combinations as well. The Red/Yellow is extroverted short-term positive and assertive. The Blue tempers the Red/Yellow by slowing it down a bit looking for deeper meaning. The Yellow/Blue is right-brained looking at the big picture and seeking explanations. Red shortens the time the Yellow/Blue gathers information and focuses on a specific objective. The Red/Blue is individualistic and independent focusing on ideas and action. The Yellow trait coaxes that independent thinking back into a more team oriented focus.

**Green/Yellow/Blue**
The Green/Yellow/Blue is more than a mix of three colors. It's a mix of three different two-color combinations. The Yellow/Blue, right-brained perspective is grounded by the Green organizing focus. Blue moves outside the Green/Yellow conforming focus to add new ideas and concepts. The Yellow adds more sociability to the Green/Blue introverted tendencies. Working together as a unit the Green/Yellow/Blue focuses on thinking out loud and has a tendency to need to touch base with more people.

**Green/Red/Blue**
Green/Red/Blue is more than a mix of three colors. It's a mix of three different two-color combinations. The Red adds a sense of urgency and focus to Green/Blue introversion. The Blue helps the Green/Red broaden its focus and read between the lines. The Green helps the Red/Blue individualistic thinking organize thought and evaluate risks. Working together the Green/Red/Blue focuses on long-term strategy with a sense of urgency. Adding independence to introversion makes this color combination at times difficult to read.

**Green/Red/Yellow**
Green/Red/Yellow is more than a mix of three colors. It's a mix of three two-color combinations. The Yellow tempers the Green/Red focus adding a more social, big-picture view. The Red/Yellow is grounded by adding Green that is more cautious about taking risk. Red tempers Green/Yellow conformity by adding drive and independence. Working together the Green/Red/Yellow create focus and positive, can-do energy.

Whole-brained combination

**Green/Red/Yellow/Blue**
The Green/Red/Yellow/Blue four-color combination is what we call "whole brained". This unique combination of traits gives all colors equal focus. This also includes all the two color combinations. Each perspective has an equal and opposite perspective to measure against. The left-brained Green/Red adds focus and drive. At the same time, the right-brained Yellow/Blue is expanding into new territory and gathering ideas and opinions. While the conforming Green/Yellow is trying to organize people and process, the individualistic side is exploring new territory and resists being controlled. The extroverted Red/Yellow is focusing on exploiting new opportunities while the Green/Blue introverted side is trying to slow things down and evaluate for risk. The end result is the most well-rounded perspective of all combinations. Being so well rounded does come with some challenges. When under pressure to make decisions and placing equal value on all perspectives, whole-brained people sometimes feel like the needle of a compass that has equal pull in all directions. This is most noticeable if this combination is present in the Expectations and Instinctive Needs graphs.
Your Energy Diagram™ reports identify three separate dimensions: Preferred Style, Expectations and Instinctive Needs.

**Preferred Style**
Your Preferred Style graph identifies what jobs and activities you find most rewarding and challenging. The dominant traits (any score 5.0 or more) of your Preferred Style identify what activities you like to do. The low color traits (any score under 5.0) identify what activities you may find frustrating and least rewarding.

**Expectations**
Your Expectations graph, formed early in life, represents your socialized expectations-how you were taught to gain cooperation from others. This is your back-up style of operating if your Preferred Style is roadblocked. The dominant traits of your Expectations graph also reveal how you like to gather information and how you expect to be approached. If people approach you through the dominant traits of your Expectations graph, you are likely to cooperate. Approaching you through the low-end colors of this graph can trigger defensive behavior.

**Instinctive Needs**
Your Instinctive Needs graph identifies what you need to feel secure and empowered. The dominant traits of your Instinctive Needs graph illustrate how you learn, what you trust and how you will react under pressure. Understanding your Instinctive Needs is critically important to understanding what you personally need to succeed in work and life. We instinctively assume that others understand what we need and should naturally give it to us. In fact, 75% of the people around you are wired to have different needs.

The following pages explain the results derived from the answers you provided to the Energize2Lead Profile™ Questionnaire. These results provide valuable information for self-management and give others the tools they need to deal with you effectively.
Instinctive Needs

Your Instinctive Needs

Jane, you have an instinctive need for freedom and independence. For you, exploring new ideas and opportunities is enticing and acting upon them is even better. You tend to identify with people who think outside the box and don’t get hung up on rules and regulations.

Becoming more effective

...in your personal relationships

The Instinctive Needs graph affects personal relationships more than any other dimension of your Energy Diagram™. Since only 25% of people will instinctively understand what you need, it’s easy for misunderstandings to occur. Instinctively, you feel that keeping people moving and solving problems quickly will make them feel better, since that’s what works for you. People who are wired differently may see your approach to helping them as uncomfortably intense questioning that doesn’t allow them time to think. This is especially true for more conformist or introverted types who need time to process before committing to action.

You may also assume that some people close to you lack the vision to pick out their own path in life. This perception may be fueled by your independent nature and resistance to having anyone tell you what people should do and how they should do it.

...at work

Learning to show real respect for people with different needs, along with having a clear understanding of your own, will allow you access to opportunities that would otherwise pass you by.

In the workplace, you bring an entrepreneurial spirit and pioneering instincts. You may feel frustrated working in cultures where outside-the-box thinking is discouraged, and where policies and procedures dictate what can or can’t be done. Your creative, individualistic nature may place a low value on administrative functions or even see them as an obstruction to progress. You are likely to feel this most when working in larger organizations, but combining your instincts to develop new opportunities with the administrative energy to maintain them can create an even better outcome.

Anytime we become too identified with our own point of view we stifle our ability to grow and be effective at dealing with people with different needs.
The five Instinctive factors related to the four colors
This section of your report lists the attributes associated with each color. You may only have one or two dominant colors in this graph but don't ignore your low traits (scores under 5.0). They're the ones you find hardest to value and use, and the ones you have most difficulty appreciating the value of in others.

With a RED score of 5.0 or more, you:

- Are motivated by - short-term results, challenge, competition, independence
- Learn by - hands-on experience, doing, trial and error
- Trust - personal experience, what can be seen, things that move
- Fear - failure, becoming dependent on others, loss of authority
- Are empowered by - being in command

With a BLUE score of 5.0 or more, you:

- Are motivated by - understanding, freedom
- Learn by - questioning, listening, researching
- Trust - non-judgmental listeners, those who encourage questions
- Fear - lack of time to process, loss of freedom
- Are empowered by - knowledge
Expectations

You were socialized as a young adult to think that people should be open-minded, encourage questions, and solicit everyone’s input when communicating. These became your Expectations of how people should act and communicate, and they apply equally to your personal and work life.

You’ll feel these Expectations most when someone starts a conversation with you. If their communication style meets what you expect, you tend to listen. If not, you may stop listening or even get defensive – for example, if I stand over your shoulder and tell you what, when and how to do things.

You may also become frustrated with people who are too impatient to listen and discourage others from asking questions. Doesn’t this communication approach frustrate everyone? Well, no. Some people actually prefer it. What would work better for you is being given the big picture and being encouraged to ask questions.

Managing your Expectations

Jane, you can’t control how people communicate with you but you can take charge of how it affects you. Remember that Expectations are not necessarily the same as needs. Don’t let what you think you “ought to do” override what you actually need.

People who don’t involve others in decision-making or are too abrupt will most often be the ones to approach you in ways you like least. Let them know their communication style doesn’t work for you, and what does work. Unless you tell them, they won’t know.

Your Expectations and the four colors

With a YELLOW score of 5.0 or more, you:

- Expect your home and work environments to - be democratic
- Expect family, friends and colleagues to - allow you to participate and ask for help
- Expect to approach others by - being friendly, getting involved in a group

With a BLUE score of 5.0 or more, you:

- Expect your home and work environments to - provide time and freedom to explore alternatives
- Expect family, friends and colleagues to - be self-directing, ask questions, discuss alternatives with you, look at the big picture
- Expect to approach others by - asking questions, exploring options
**Preferred Style**

**Jobs you prefer**

You enjoy jobs and activities that require flexibility and creativity. Working with people, teaching or providing a service are most satisfying, especially if these jobs include a great deal of variety.

**Jobs you find least rewarding**

Jane, you may become frustrated with jobs that require a high attention to detail. Since being with people is so important to you, working alone can be challenging.

You may also dislike jobs and activities that are driven by deadlines and require following strict rules and regulations at all times.

**Your preferences and the four colors**

With a YELLOW score of 5.0 or more, you:

- Prefer activities that are - team-oriented, flexible, event-related, shared with others
- Prefer tasks that - provide variety, focus on people, influence others

With a BLUE score of 5.0 or more, you:

- Prefer activities that - provide freedom to explore, are self-directing, give to others
- Prefer tasks that involve - planning, research, creativity, problem solving and investigation
Understanding and Managing Stress

Energize2Lead Profile™ identifies three areas that can trigger stress:

- Doing work you don't like
- Communication styles that don't work for you
- Not getting your needs met

Everyone experiences some level of stress. Stress isn't always bad—it can provide motivation to change and adapt to our environment. When our stress levels become too great it can be destructive. Learning to recognize signs of stress and doing something positive about it is important for our professional and personal lives.

Right skills wrong job

The energy needed to do something you don't like to do can drain your battery. It takes more energy for us to do the same tasks as someone who likes the work. If you find yourself in this position long enough you'll experience job burnout. Most people have to do something they don't like. It's really a matter of degree. If our mix of work activities adds more pleasure than pain we tend to cope quite well. If it's the other way around, job burnout can lead to more severe levels of stress that are likely to affect all aspects of our lives.

The goal is to become aware of your likes and dislikes so you can make more rational decisions to keep them in balance. Sometimes tools are available that can make being in the wrong job less painful or even make it totally acceptable, for example a computer program that helps you become more organized or a money-management course. At the very least, be aware that it takes more time to recover from doing things that don't match your Preferred Style and build ample time into your schedule for recovery.

Defensive Behavior

This is a term we use to describe the energy spent in the early stages of stress. You have a limited reserve of energy. The more you spend being defensive, the less energy is available for positive investing. We want a good return on our investment, to spend energy in ways that advance our cause, whatever that may be. A common cause of defensive behavior is when someone approaches us the wrong way or has a habit that continually irritates.

When you perceive someone approaching you being dominant and direct or sounding negative, you may become opinionated, argumentative and quick to reject their opinion. Their behavior is violating your expectation that people should be positive and open minded to questions.

People make a choice as to how long they remain defensive. You can't control the behaviors of others but you can control how it affects you. If you learn to understand the things that make you defensive you can head that response off before it gets the best of you. The choice is then yours.

Fear, Anger and Irrational Behaviors

There are many causes of fear and anger but the feeling of being out of control offers a good description of the root cause. The Instinctive Needs graph gives us a picture of what we need. Every instinctive color trait has its own brand of fear associated with denied needs:

- Green fears a loss of control and invasion of territory
- Red fears losing and becoming too dependent on others
- Yellow fears rejection and silence
- Blue fears conflict and the unknown

Under intense stress, you may react to the loss of independence and freedom by becoming worried and too direct. You may also intensely question the motives behind other people's actions. Remember, when you feel negative emotions taking control, you do have the power to change direction. Focusing on some individualistic pursuit away from what is causing you stress can help alleviate that stress. Spirited discussions with a like-minded person can also be a big help.

Learning to protect ourselves from long-term exposure to denied needs (in other words meeting your needs)
helps us feel secure, confident and in control. This takes self-awareness, which is a skill to be learned. People who lack personal awareness leave themselves at the mercy of outside forces.
Strengths and Blind Sides

Often your greatest strength has an opposite and equally dominant blind side that colors your worldview and affects your behavior. It's possible to have all strengths or all blind sides, but most often people are a mix of both.

Strengths

Yellow Strength

Jane, Yellow is a dominant trait in your Preferred Style and Expectations graphs. You interact with others, multi-task comfortably and learned as a child that sharing and being friendly to others was a required behavior. Working together, these traits help you remain flexible and adaptive to changes in your world.

Your vulnerability is likely to be over-committing your time. How long does it take you to offer help when someone asks? The word "yes" probably comes out your mouth long before you take the time to see if the request fits into your schedule, right? This happens not only because you like to help others, but also because you feel you should say yes.

The lack of Yellow in your Instinctive graph will make itself known when you've been socializing or working with people all day. How many people do you want to be around when you go home at night? The list probably becomes very short! Even though you like and expect to be around people, having time to yourself or with a few friends or loved ones is what actually recharges your battery.

Blue Strength

Jane, with Blue in all three dimensions of your profile you enjoy creating new and novel things, exploring the unknown and planning ahead. You're highly self-directed and can read between the lines, visualizing what people really mean and not just what they say.

All three dimensions working together create a strong focus on being an individual, and you probably resist being hemmed in with procedures or controlled by bureaucracy. These intensive Blue traits also make you more prone to worry.

Your creative ability to explore and process multiple alternatives may even cause you to fear resolving or committing to a path. Creative people wired like you often say they never finish anything, just abandon projects for a lack of time. This can make you highly critical of your own work. Don't worry, you're not alone. Everyone with as much Blue as you understands that this is just a side effect of your gift.

Blindsides

Green Blindside

Green is not present in any dimension of your personality. No matter which dimension you are operating in, you value detailed work and history less than those who have Green traits. This intense blind side can be challenging to deal with or even realize how it affects your life. You may only see the true impact when things go wrong.

How often do you leave the details until the last minute and struggle to catch up, or not stop to check out the risks before venturing forth into a new project?

The best strategy for covering your Green blind side is teaming up with someone who enjoys doing detailed work because, let's face it, you don't. It takes you so much energy to focus on the details that you're better off investing that energy elsewhere. It could be quite liberating!

Red Blindside

You have Red in only one dimension of your personality, so Red is a blind side. Without Red in your Preferred Style, you don't enjoy jobs and activities that include telling others what to do or being driven by deadlines. Operating in Red mode all day leaves you feeling drained.

You learned as a child that people shouldn't be too direct and impatient with others. You will feel this lack of Red when someone starts telling you what to do, which tends to trigger your defensive behaviors. Having Red in your Instinctive Needs graph means you can access the energy that drives short-term results, but only in survival mode. Being direct and more aggressive to get someone's attention and some action is a last resort
for you, and may even make you feel angry if you have to adopt this position.

Despite that, you instinctively need Red-oriented goals and objectives to get you back up into doing what you most enjoy. Since Red is one of your Instinctive Needs, be sure to meet these needs on a regular basis.