



Voorbeeld Profiel
Lumina Spark Portrait
Inspirational and Practical Personal Development

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Introduction

Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.
Viktor Frankl

The intention of this Portrait is to raise your self-awareness and help you understand your behaviours. You can use this knowledge to become more effective at making things happen and to improve your communication with others.

At the heart of this approach is a questionnaire which measures different aspects of your behaviour. This Portrait, based on years of psychological research, will give you some indicators about how you behave, acknowledge your strengths (and how you sometimes overplay them) and identify behaviours that you rarely display. It will also make distinctions between your behaviour and your motivations.

Getting into the right frame of mind

First a really important ground rule: this is completely confidential information. It is solely to help you develop, although we do suggest you consider sharing it with those you trust.

Be open to the feedback in this Portrait - it is intended to help you make positive changes.

Focus on the observations in this Portrait that you think can really help you develop. View this as an opportunity to work on improving yourself.

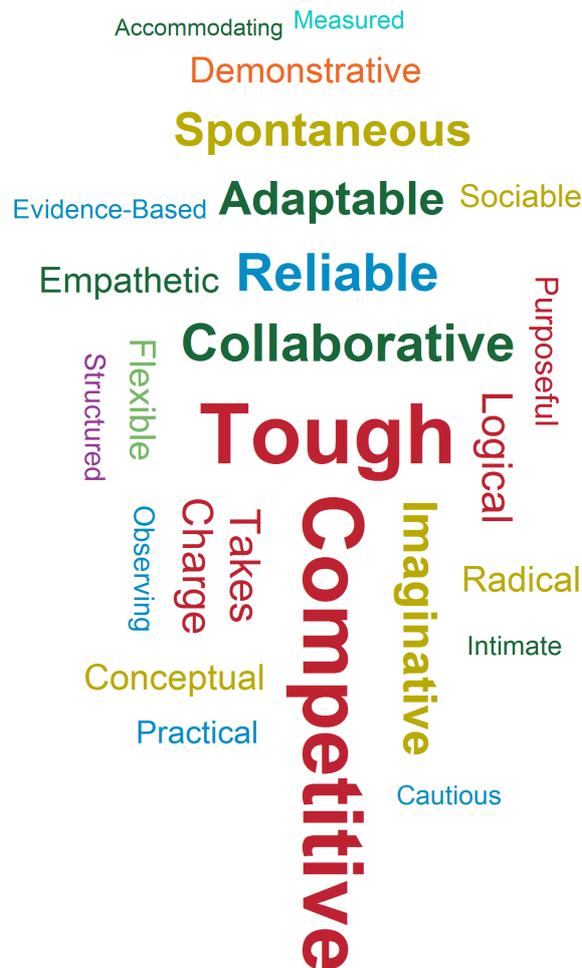
When reading your Portrait it is important to remember that no one quality is more important than another. Each aspect of who you are can prove to be a crucial strength depending on what situation you find yourself in at any given time. This Portrait is not a judgement of who you are; it is simply an aid to guide you towards a better sense of self-awareness to allow you to recognise your strengths and possible areas for development in the near future.



Your Inner Spark

The ability to be tough and take a strict no-nonsense approach to a situation is useful when dealing with difficult situations. Where others procrastinate, you can see when it is necessary to cut to the heart of the matter and ensure that swift action is taken. This is crucial as there are many occasions where hesitation is just as dangerous as inaction.

You are very capable of taking a tough and unyielding stance when faced with a head on challenge. You are frequently outspoken, and will argue your position forcefully, not easily conceding ground to another point of view. You do not hold back or moderate your behaviour to avoid conflict.



Your Inner Spark

You see some conflict as a good thing, knowing it can clear the air and bring awareness to things previously left unspoken. You think any reservations the group are holding about a course of action are better brought out into the open than contained and left to fester. You do not easily forgive those you feel have let you down and you certainly will let people know if you are annoyed with them. You are well aware of the risk of telling people what they want to hear just to please them.

Colleagues who prefer a more accommodating approach may sometimes see your behaviour as aggressive and power seeking. What you see as being direct and to the point, others may see as antagonistic. You do not normally intend to cause conflict and secretly wish other people would respond to your direct manner by being just as frank with you in return. You sometimes wish there was a quicker way of communicating objectives to others that didn't involve so much "sugar-coating" and small talk.

You are brilliant at generating new and creative ideas. At your best you are a visionary, seen by your colleagues as an "idea machine". You love thinking about the big picture, sharing your ideas with others and the discussion that ensues. For you the big idea comes first; you believe without long-term and creative thinking we are bound to get lost in the details and progress only towards limited goals.

Others come to you when they want to be stimulated or benefit from your creative thinking skills. You are very excitable when it comes to conversations about ideas that intrigue you. When people talk to you, some of your enthusiasm may rub off on them!

When plans fail, you find yourself rapidly thinking of new and better ways to achieve the objective. Whatever the problem, you can always see possibilities and a way forward. This makes you invaluable as a catalyst and source of good ideas within a team. You may agree with Einstein when he said, "If the facts don't fit the theory, change the facts."

You love big picture thinking and will always want to take a holistic view. Colleagues who cannot see your vision frustrate you. You should be aware that they in turn, might be thinking "Why do you always have your head in the clouds?" Conveying all your ideas to those less imaginative than you may be an ongoing challenge - they just do not have the same capacity for this as yourself.

Your Inner Spark

Communication

You like to talk a process through and let it evolve naturally through discussion, instead of imposing a formal structure.

You comprehensively analyse situations before bringing your opinions to the fore. When you do so, you communicate politely and courteously.

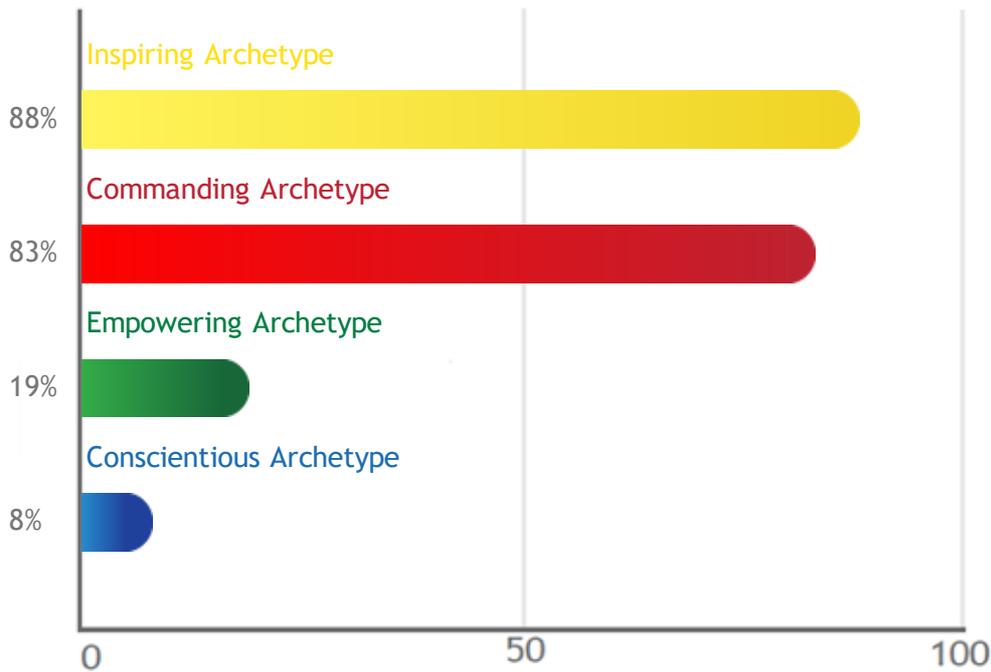
In a discussion you will delegate and designate tasks to individuals. You enjoy everyone having clear roles in order to avoid ambiguity. This also makes it easier for you to know who to communicate with.

Leadership & Working With Others

Voorbeeld, you are a competitive leader. You are constantly looking for ways in which you can lead others to success. You use this in tandem with the win-win approach for a greater impact. As long as you and those with you are successful you will be happy. Within your own group you like to encourage a similar sense of competitiveness. You allow your group the freedom to work effectively and you know that by fostering competition you can be assured they will do their best to outperform each other, and that will drive the group forward as a whole.

How you use the four archetypes

Your four archetypes:



You often use the colour Inspiring Yellow. You see that every cloud has a silver lining. Problems contain new possibilities and ideas to be explored. Compared to other people you enjoy a more relaxed and informal environment. Your second colour energy is Commanding Red and it is not far behind your first. Your direct manner and straightforward approach to problems are inherent parts of who you are. Your red energy can be seen in the fact that you are ambitious and always chasing first place. Your third colour archetype is Empowering Green. There is very little evidence of Conscientious Blue energy in your behaviour.

Your eight aspects on the Spark Mandala

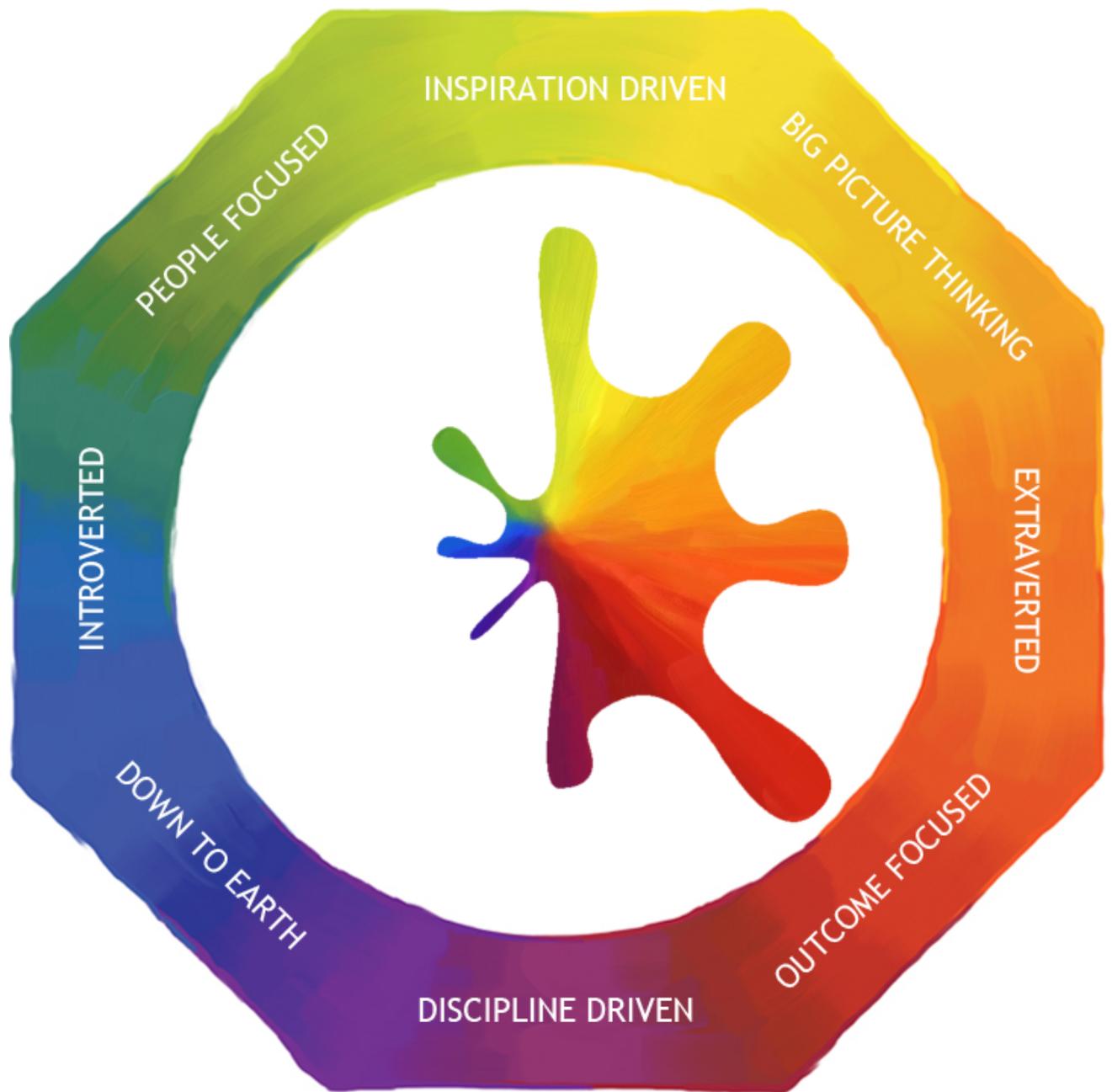
Voorbeeld, on your colour Mandala you can see eight aspects of your behaviour:

The mandala(1) shows a colourful approach to understanding key differences between individuals. On it you can see your colour scores across the eight aspects of behaviour.

People Focused
Extraverted
Inspiration Driven
Outcome Focused
Down to Earth
Discipline Driven
Big Picture Thinking
Introverted

(1) The word 'mandala' means 'circle' in Sanskrit. In many different cultures over the centuries, often through paintings, the symbolism of a circle has been used to help people consider "who am I?" - in fact, the famous Swiss psychologist Carl Jung said "I knew that in finding the mandala as an expression of the self I had attained what was for me the ultimate".

Voorbeeld Profiel - Your Spark Mandala



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Q Lumina Splash



Your strengths and possible weaknesses

Voorbeeld, your natural strengths are:

- You know that every problem is a new possibility in waiting. The potential for new ideas is limitless and temporary problems are just one more way of guiding your thinking in new directions.
- Your direct manner is a key part of your personality. You don't allow problems to skulk in the shadows. You make sure that everything is brought out into the open and dealt with immediately.
- You really enjoy working in a laid back and casual way. You are willing to accept the ups and downs which form the life cycle of any project.

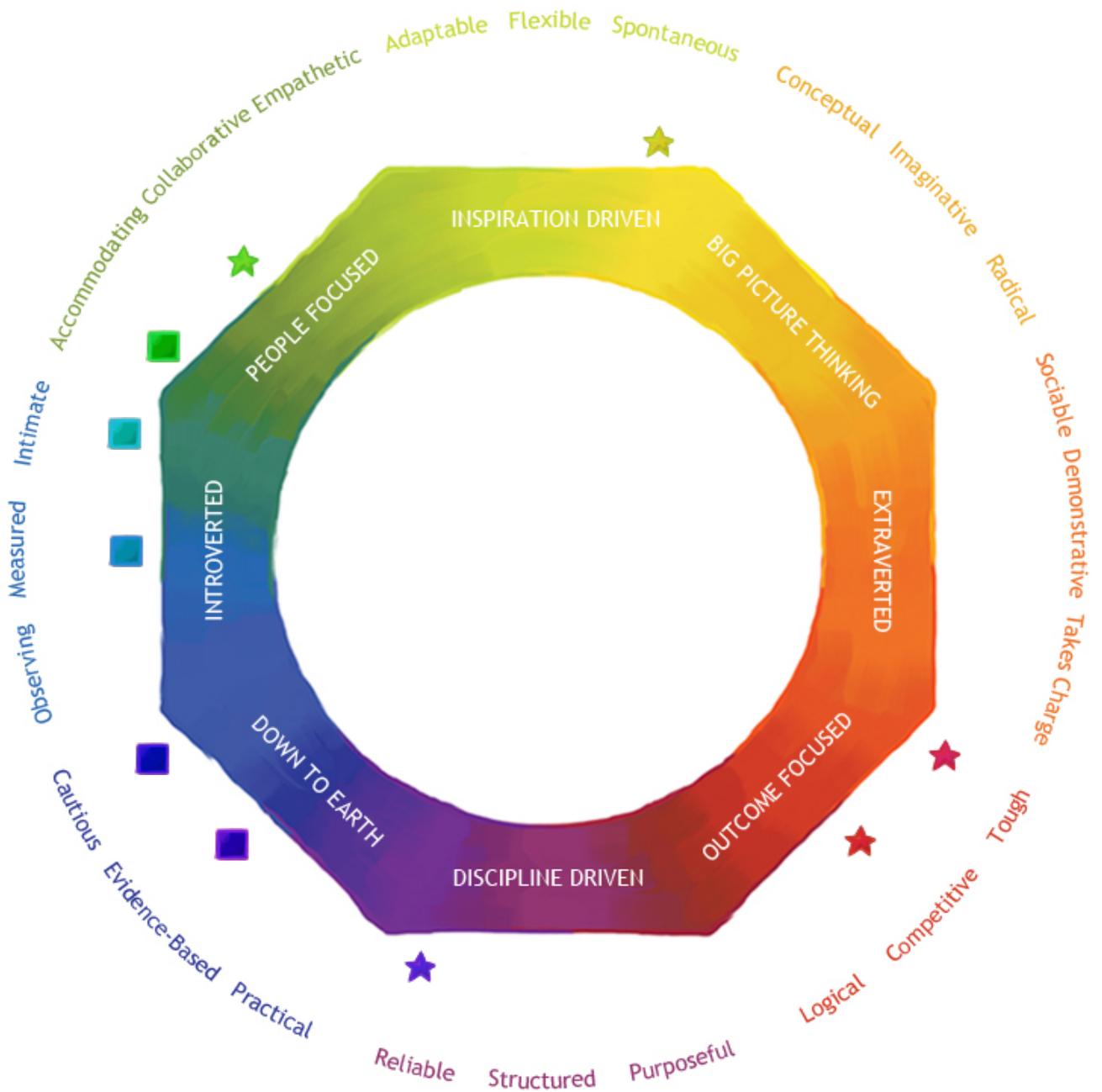
Here are some of your possible weaknesses:

- You can get caught up in making sure that everyone gets praised for the team's achievements. When it comes to your own successes within the group you will often allow them to be overlooked. This can cause you to feel some resentment and you might start neglecting the team in favour of your own goals, and end up achieving neither.
- Your very direct approach has probably created some resentment. Some people find it threatening to be confronted brusquely and not everyone is as open with their thoughts as you can be.

Some suggested methods of development:

- Don't allow your modesty to stand between you and further advancement. Your achievements deserve as much praise as anyone else's. There is nothing wrong with taking the credit every now and again.
- If you want to avoid troublesome situations, take more time to think things through before you make firm commitments. Otherwise you may find yourself under unnecessary stress.

Qualities Mandala



On the questionnaire you 'claimed' many qualities. The  symbol shows your top 5. There are other qualities that you did not claim and the bottom 5 are shown by the  symbol.

Two quotes to inspire you

This is a ruthless world and one must be ruthless to cope with it. - Charlie Chaplin

You agree with this statement although you may stop short of describing yourself as ruthless. You know there will be times when you will face a lot of opposition from others and you will have to stand up strongly for what you believe in. However you have the confidence and self-belief to back your ideas and to stand in the face of staunch opposition. You feel that there is not enough time for half measures. You always aim for the heart of the matter and deal with things in a prompt manner. You try not to let anything go unresolved.

The most important trip you may take in life is meeting people half way. - Henry Boyle

You sometimes have trouble taking the first step towards meeting someone in the middle. You are reluctant to reach a compromise when you are 'in the right'. This definitely makes your opponent 'in the wrong'. However this attitude rarely resolves anything and often breeds resentment on both sides. Negotiation and compromise are important things to understand and you don't have to look at everything as if there is a winner and a loser.

You primarily use your yellow archetype



Your key yellow strengths are:

- You enjoy thinking outside the box
- You thrive in a relaxed, informal environment
- You tend to find ambiguous situations interesting

Sometimes you may use too much yellow:

- Sometimes you place so much faith in your opportunistic instincts that it conflicts with your desire to keep prior commitments

Sometimes you may underuse your yellow:

When you filled in the questionnaire, you did not report any underuse of yellow

More on your yellow archetype:

While you see intuition and inspiration as key, you have a disciplined streak that makes you more reliable to others. While spontaneity serves you very well for solo projects, you have probably developed discipline over time to better work with colleagues. You may have even found that making firm commitments gives you a structure within which your inspired acts flourish! After all, one of the main stimuli for entering "the flow" is deadline pressure; even if a project itself does not inspire you, the fear of missing the deadline may do just that!

Your second archetype is red



Your key red strengths are:

- You stick to your views and you aren't afraid of conflict
- You seldom neglect your own goals in any given situation
- Delegation comes naturally to you

Sometimes you may use too much red:

- You sometimes find yourself being unfairly suspicious of some, and yet overly trusting of others
- You can be too blunt when you are trying to be direct

Sometimes you may underuse your red:

- You don't always follow through on the targets you set yourself
- You can be too forgiving of people who don't try hard enough

More on your red archetype:

Voorbeeld, you are competitive by nature and enjoy being seen to be successful. Winning is important to you and you are willing to do what it takes to be victorious. Although you agree with 'win-win' in principle, you have no problem with 'win-lose' (as long as you win!).

You are focused on your own needs and believe 'it is a tough world out there'. This means you are not naturally trusting of other people and you generally start from a position of being suspicious of others' intentions (at least until it is proven otherwise).

You see no need to be modest about your achievements and have a high opinion of your own abilities. It is important to you to be seen as highly competent.

Your third archetype is green



Your key green strengths are:

- You are naturally informal and laid back

Sometimes you may use too much green:

- You sometimes find yourself being too trusting of some, and unfairly suspicious of others
- Your concern for other people's feelings can cloud your ability to make rational judgements

Sometimes you may underuse your green:

- You do not always enjoy cooperating with others
- In teamwork, you are not always as considerate of others as you could be

More on your green archetype:

You choose carefully who to invest your trust in and are aware that some people will not return the favour. However, you know it is important for everyone to put the needs of the team first and not pursue their own personal agendas.

When you put your mind to it, you can be generous in acknowledging the contributions of others. This is normally very well received and is something to remind yourself to keep doing amidst the challenges of your daily workload.

The archetype you use least is blue



Your key blue strengths are:

- You manage your time efficiently, and can bring out your best even when circumstances ruin your careful plans

Sometimes you may use too much blue:

- You can be inconsistent in being uptight with some time schedules, and dangerously loose about others

Sometimes you may underuse your blue:

- Others may judge you as haphazard in your working methods
- Sometimes you over complicate things and others may see this as a lack of common sense

More on your blue archetype:

There are some people who find it difficult to keep to firm commitments in the face of unexpected setbacks. They cannot fulfil their desire to keep to their word when confronted by events outside their control. You, on the other hand, have learned to accept when missing a deadline is out of your control and work on regardless. You stop worrying about juggling responsibilities and follow your gut instincts to get things done. When these moments occur you even find yourself enjoying the pressure involved.

Recommendations to increase your 4 archetypes

Inspiring Yellow

Based on how you filled in the questionnaire, there does not seem to be a need to increase your use of the yellow archetype

Commanding Red

- When you set yourself a goal, push yourself hard to achieve it
- Deal with non-performing team members

Empowering Green

- Be more acknowledging of the contributions and strengths of others
- Remember JFKs words - "Ask not what your country can do for you - ask what you can do for your country" and every morning ask yourself "who can I help today?"

Conscientious Blue

- Spending more time on planning activities up front will save you time in the long run
- Remember that sometimes the simplest solution is the best one

Recommendations to temper your 4 colours

Inspiring Yellow

- Sometimes taking time over an action can save a lot of time in the long run
- You may be surprised how a little time management can improve your decisions

Commanding Red

- Try to balance timeliness of delivery with the quality of the end product
- Plan interactive activities to reduce the amount of time you spend talking

Empowering Green

- Talk to a friend who you consider very focused and driven - ask them to help you design a goal setting process
- Understand that you cannot please all the people all of the time - be willing to balance your natural empathy with some courage and backbone

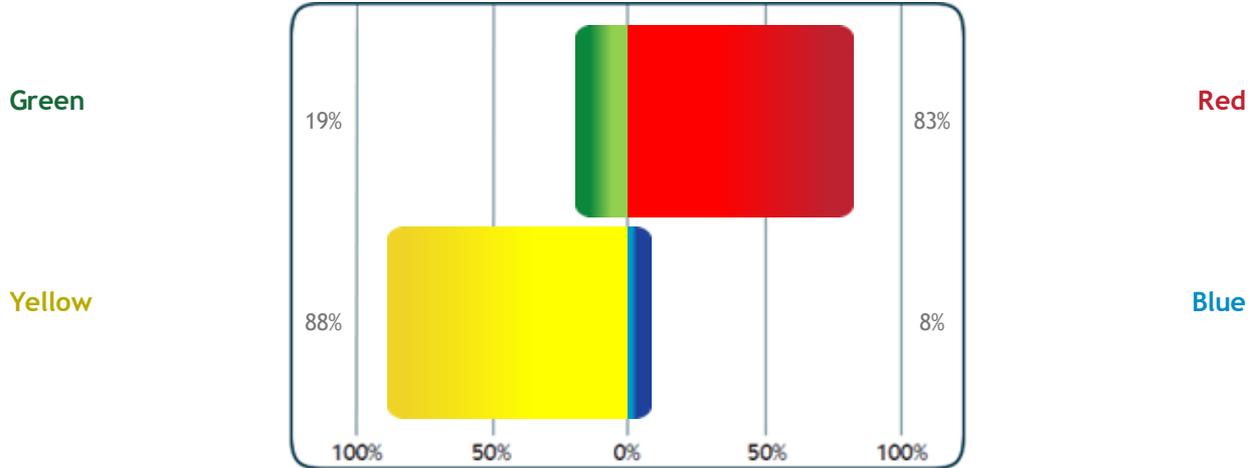
Conscientious Blue

- Try to build in time in your plans for the unexpected
- It is important that you book time in your schedule to be spontaneous!

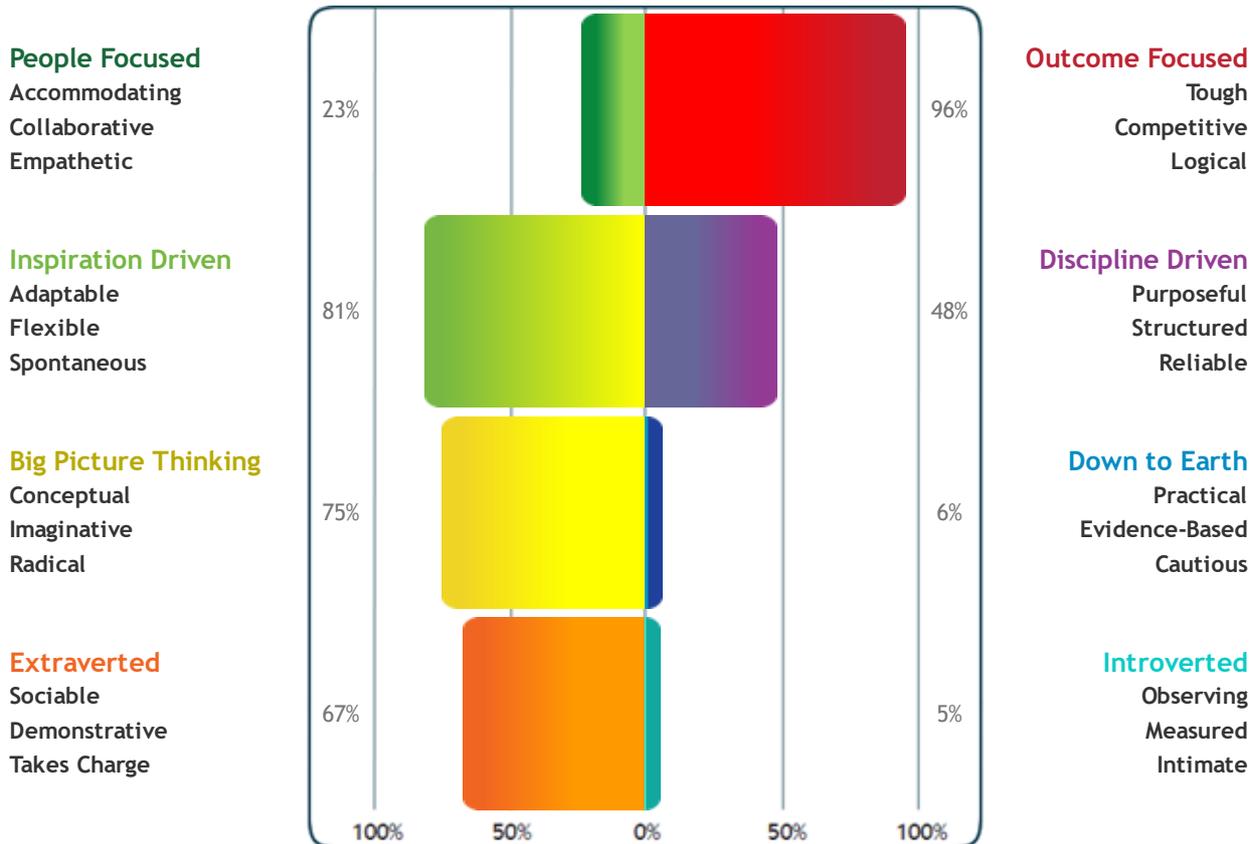
Your Archetype and Aspect Bars

Your use of the four archetypes

The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



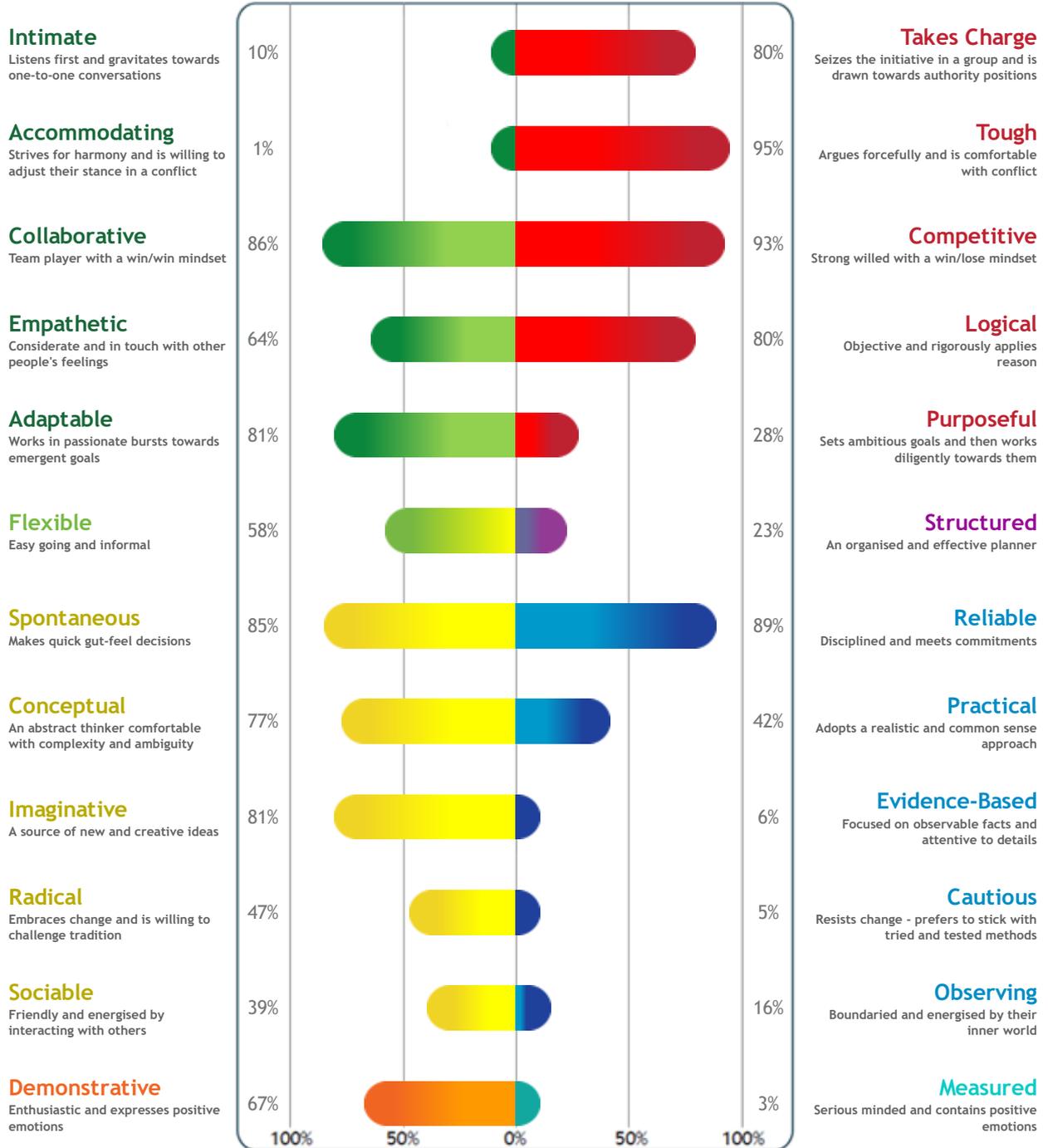
Your use of the eight aspects which underpin the four archetypes



Your 24 Qualities in detail

The 24 qualities that make up the aspects

The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



Three perspectives on who you are

Your Three Personas

In the following sections we will delve further into your persona. Up until this point we have been displaying information drawn from all three of your personas to give you an overall picture of who you are. Now we will explore you in more detail. Most people recognise their underlying persona and their everyday persona. This is because you can recognise your motivations and day-to-day behaviour quite easily.

However there is a third persona, your overextended persona. This persona reveals itself when you are in high-pressure circumstances and can be seen in the way you interact with other people when the demands of the situation increase.

We hope to give you a deeper understanding of your personas and to do that we will separate them into three distinct items and give you some in-depth feedback on what trends have been revealed and if there are any areas you can look to strengthen.



Your Underlying Persona

- This is you at your most natural
- This persona motivates you
- You do not let everyone see this level of your persona



Your Everyday Persona

- This is how you tend to behave
- This persona is an indication of how other people might see you
- You may be consciously putting on this persona to suit your work environment



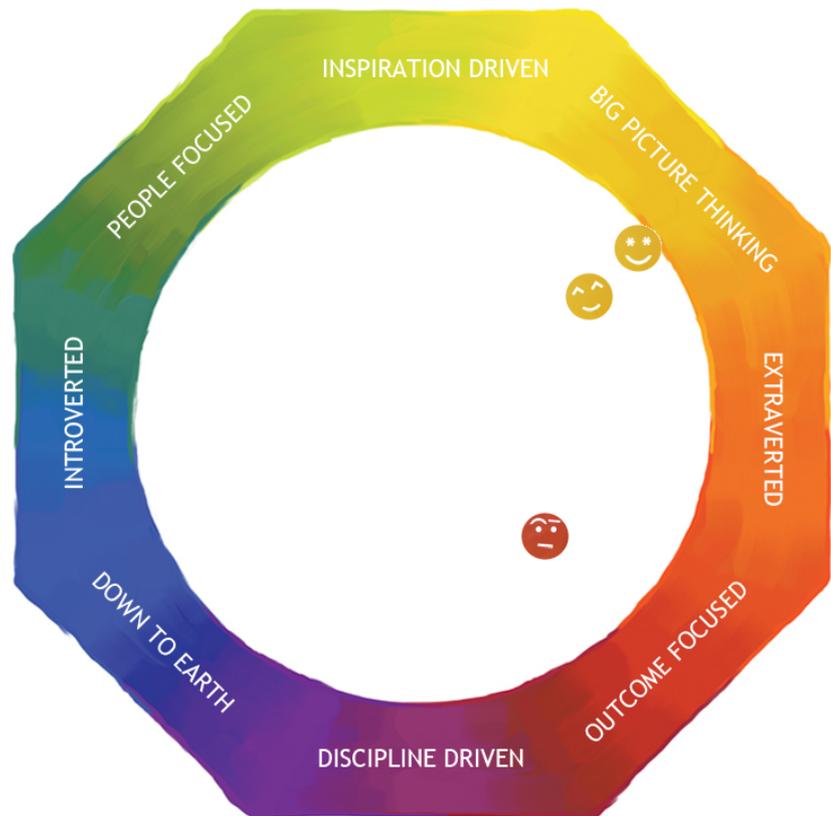
Your Overextended Persona

- This is who you are when put under stress
- Or how you react to unexpected events
- This persona can come into effect unconsciously

Your three persona positions

Your Three Personas on the Lumina Mandala

- Voorbeeld, you have a preference for using Big Picture Thinking Yellow blended with Outcome Focused and Inspiration Driven energy
- Voorbeeld, you most often use Big Picture Thinking Yellow blended with Inspiration Driven and Discipline Driven energy
- Voorbeeld, when your overextended persona emerges you may notice that you use more Outcome Focused Red blended with Inspiration Driven and Discipline Driven energy



-  Your Underlying Persona
-  Your Everyday Persona
-  Your Overextended Persona

Your Three Personas



Your Underlying Persona

Voorbeeld, you have a preference for using Big Picture Thinking Yellow blended with Outcome Focused and Inspiration Driven energy

Your natural preference is to look to the future and come up with new and creative ways of moving forwards and finding new goals. You enjoy being given free rein to come up with things and indulge your imagination. You are naturally a direct person and you can be very forthright. You like to confront issues and get to the bottom of things in a quick and efficient manner.



Your Everyday Persona

Voorbeeld, you most often use Big Picture Thinking Yellow blended with Inspiration Driven and Discipline Driven energy

You might prefer to avoid pushing yourself too hard but that is not the impression that many people have of you. Instead they see you as someone who sets themselves very tough targets and then works hard to achieve them. Your natural inclination is to confront issues head on and try to bring them out into the open. However your colleagues are less direct and you may have had to adjust your style to appear less aggressive in their eyes.



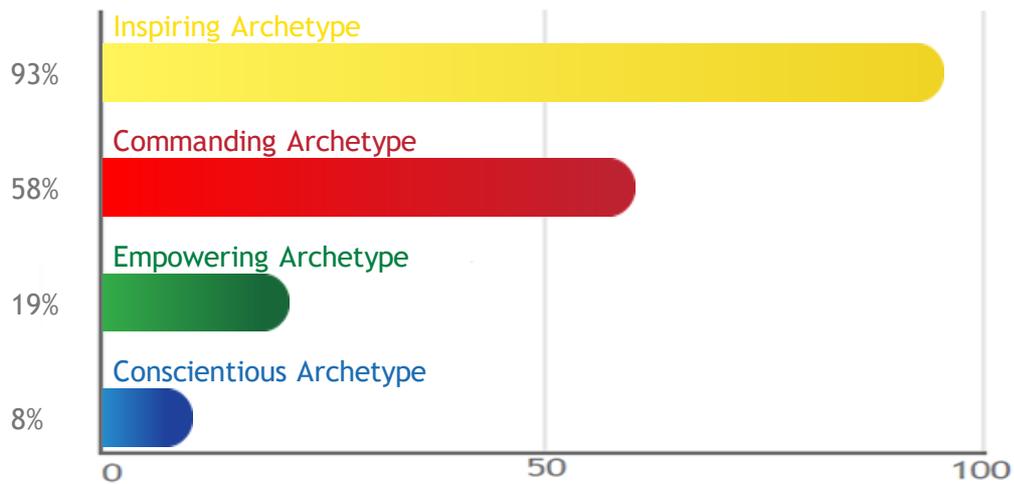
Your Overextended Persona

Voorbeeld, when your overextended persona emerges you may notice that you use more Outcome Focused Red blended with Inspiration Driven and Discipline Driven energy

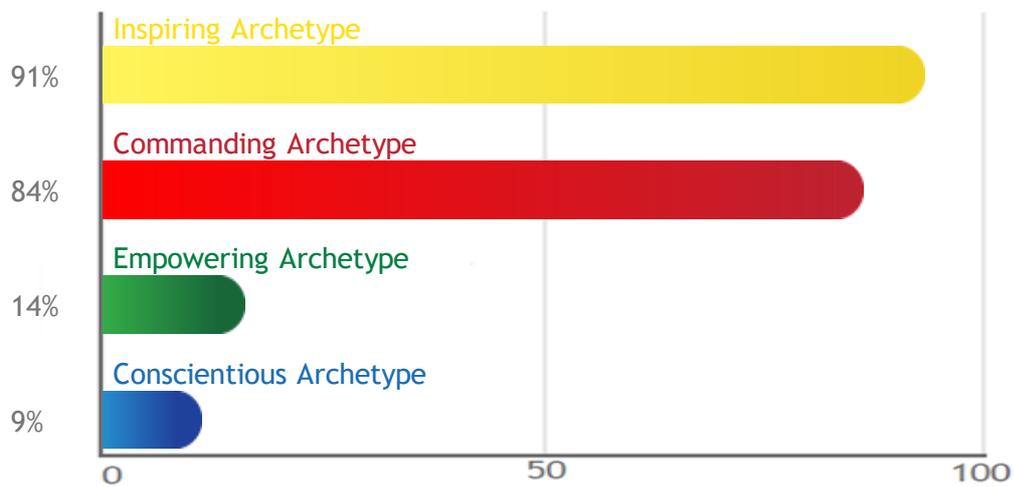
You tend to work well in teams. However when it comes to the end of a long sequence of stressful projects, you may find that you place less value on your own achievements than they deserve. Everyone within a team deserves to be given credit for their efforts and that includes you as well. You normally avoid a direct approach to problem solving but sometimes you say 'enough is enough' and confront issues head on. This can lead to unnecessary conflict and tension between colleagues.

Archetype by Persona Overview

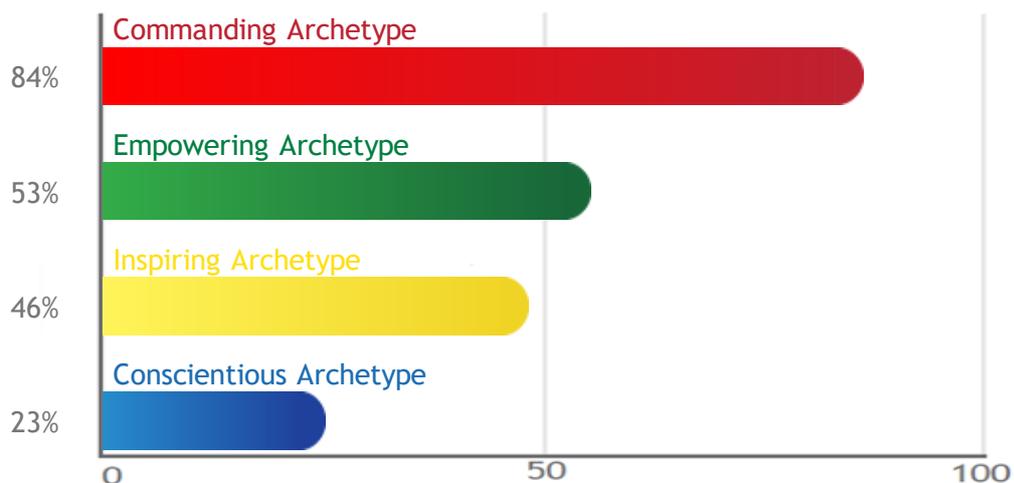
Underlying



Everyday



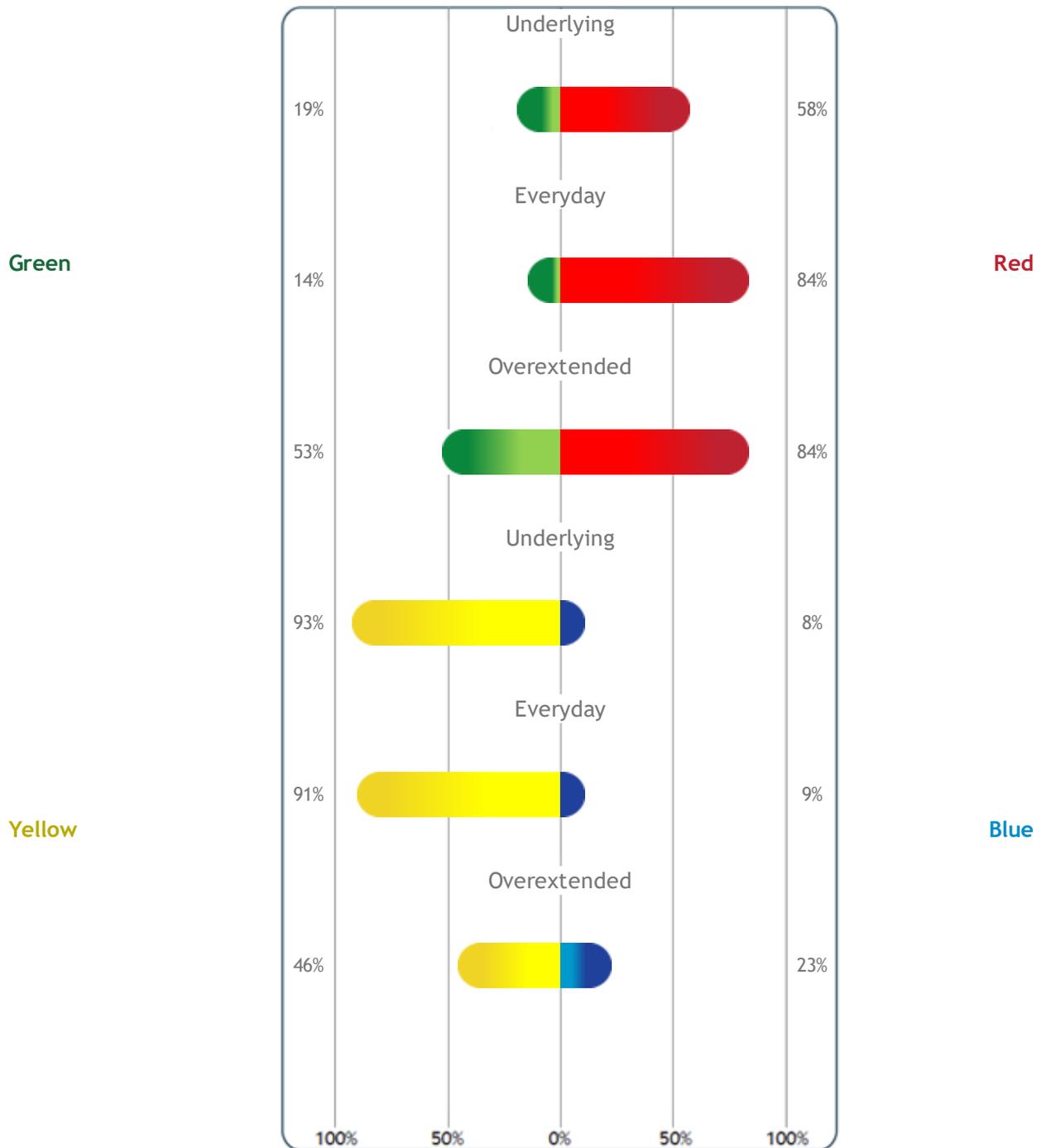
Overextended



Your Archetypes split by Persona

Your use of the four archetypes split by persona

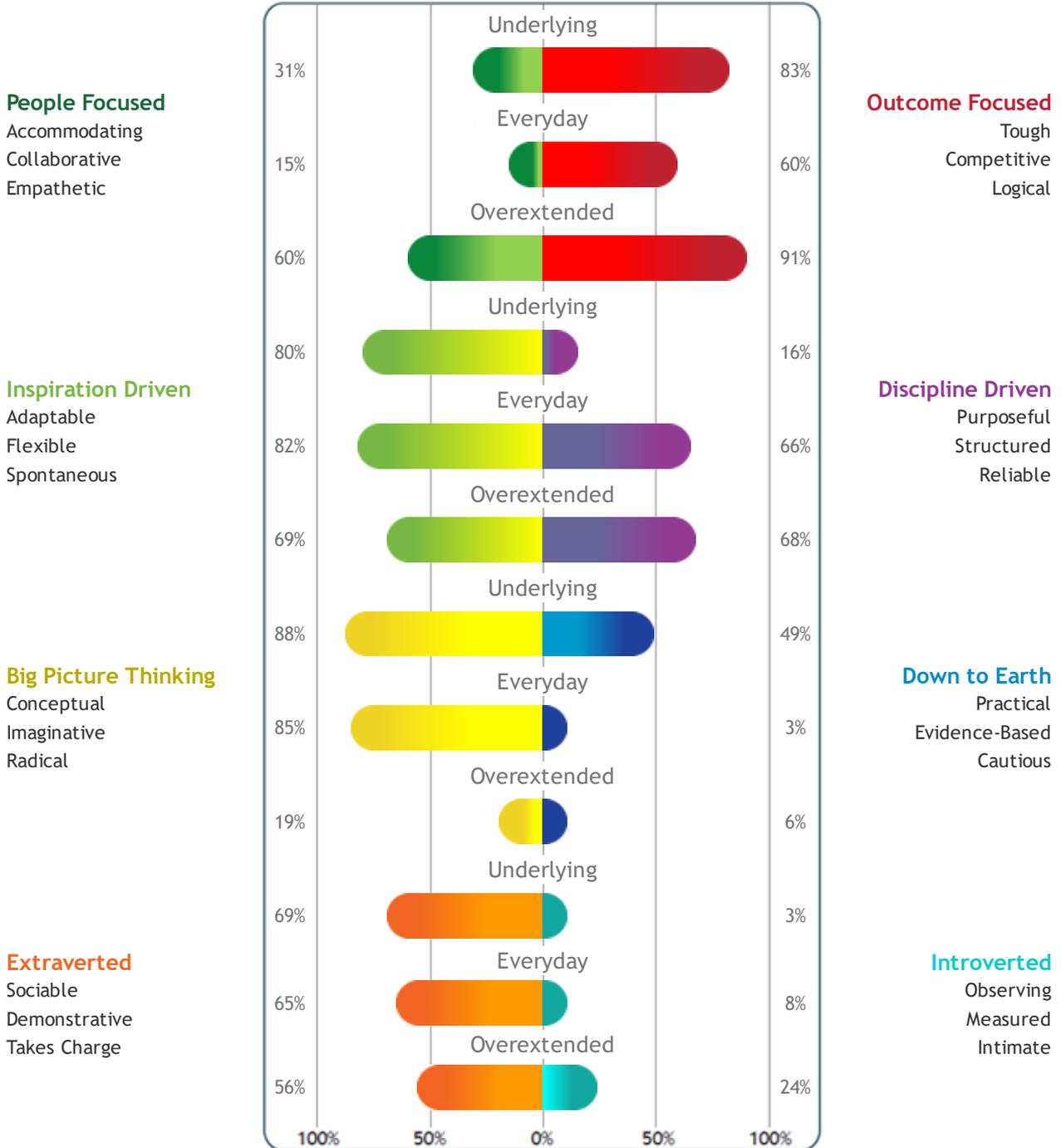
The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



Your Aspects split by Persona

Your use of the eight aspects which underpin the four archetypes, split by persona

The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



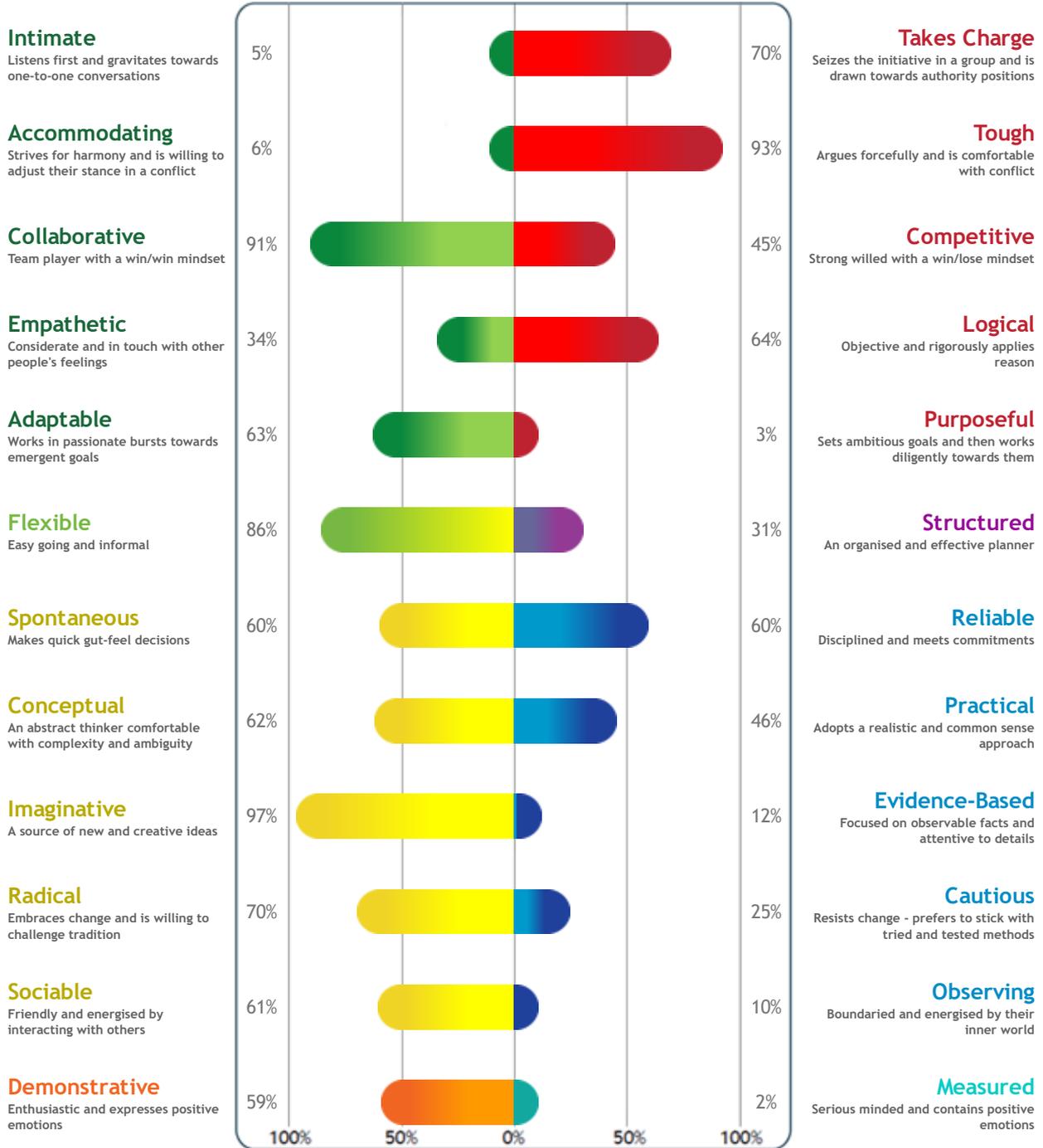
Your Underlying Qualities



The 24 qualities that make up your underlying persona



The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



Your Everyday Qualities



The 24 qualities that make up your everyday persona



The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.

Intimate

Listens first and gravitates towards one-to-one conversations

34%



73%

Accommodating

Strives for harmony and is willing to adjust their stance in a conflict

1%



50%

Collaborative

Team player with a win/win mindset

15%



74%

Empathetic

Considerate and in touch with other people's feelings

52%



58%

Adaptable

Works in passionate bursts towards emergent goals

78%



77%

Flexible

Easy going and informal

69%



39%

Spontaneous

Makes quick gut-feel decisions

68%



64%

Conceptual

An abstract thinker comfortable with complexity and ambiguity

91%

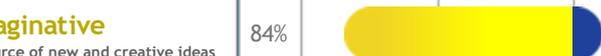


15%

Imaginative

A source of new and creative ideas

84%



8%

Radical

Embraces change and is willing to challenge tradition

46%



7%

Sociable

Friendly and energised by interacting with others

63%



12%

Demonstrative

Enthusiastic and expresses positive emotions

45%



26%

Takes Charge

Seizes the initiative in a group and is drawn towards authority positions

Tough

Argues forcefully and is comfortable with conflict

Competitive

Strong willed with a win/lose mindset

Logical

Objective and rigorously applies reason

Purposeful

Sets ambitious goals and then works diligently towards them

Structured

An organised and effective planner

Reliable

Disciplined and meets commitments

Practical

Adopts a realistic and common sense approach

Evidence-Based

Focused on observable facts and attentive to details

Cautious

Resists change - prefers to stick with tried and tested methods

Observing

Boundaried and energised by their inner world

Measured

Serious minded and contains positive emotions

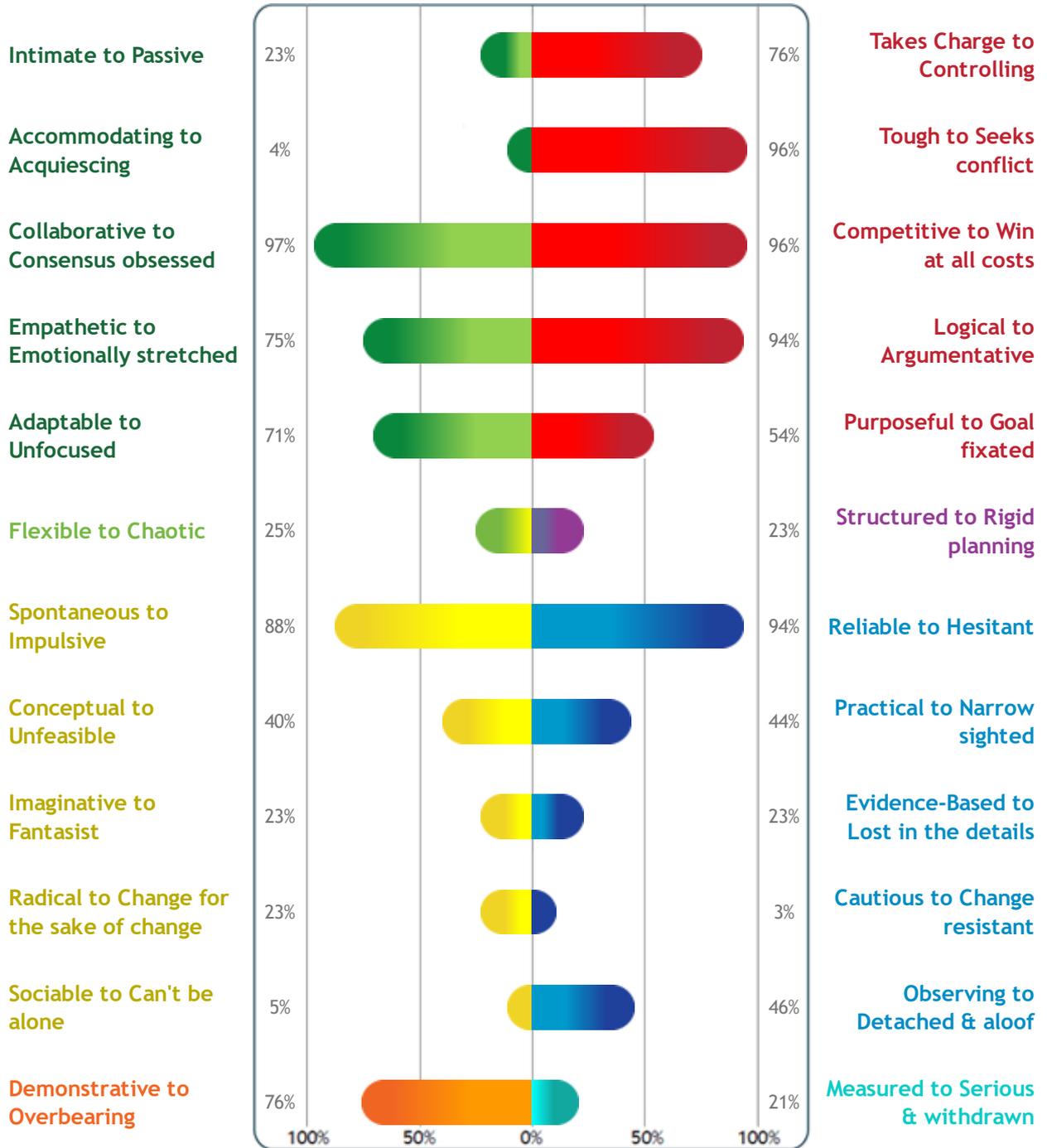
Your Overextended Qualities



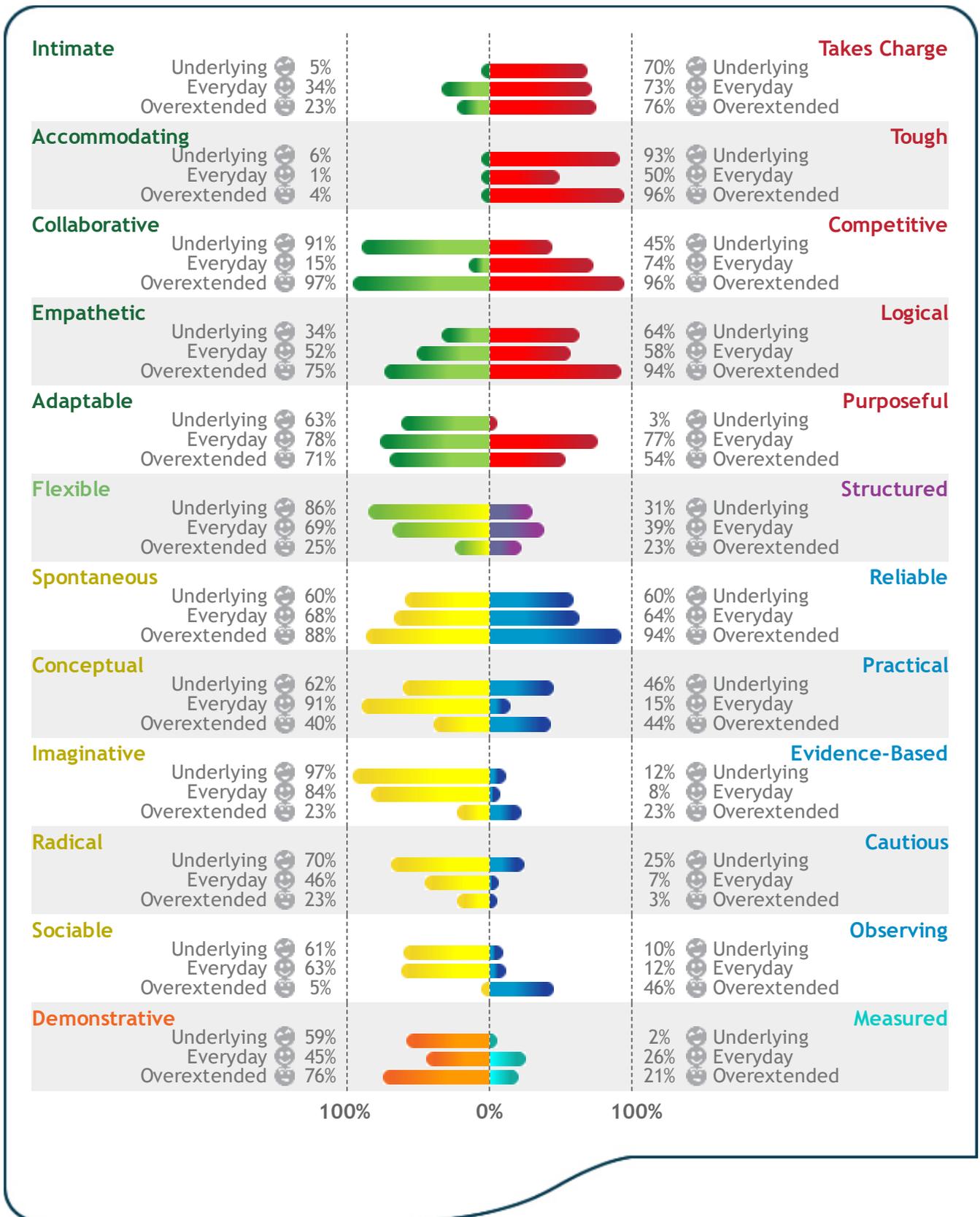
The 24 qualities that make up your overextended persona



The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



Your 24 Qualities in detail



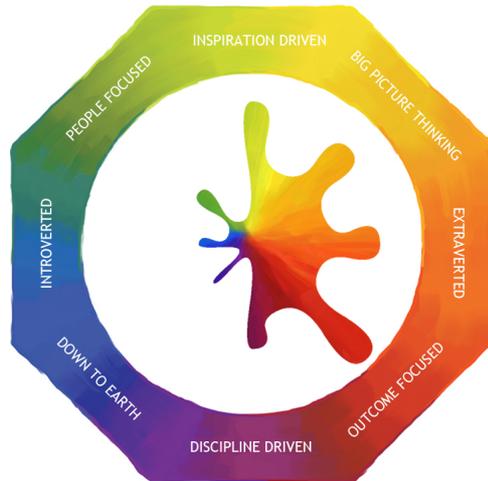
Valuing Diversity

Recognising your psychological opposite

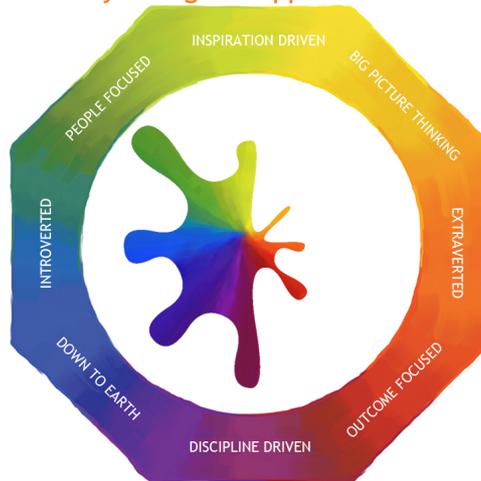
Voorbeeld, everyone has encountered people whose personas are the opposite of their own...

It is likely that you will be able to remember a time, or in fact several times, whilst you have been working, when you have encountered people who appeared absolutely alien in their modes of thinking and in the way they get things done. These people probably had a very different set of persona scores to your own. Have a look at the mandalas below and compare your own to that of your psychological opposite.

You:



Your Psychological Opposite:



No matter who you are, there are many positives and negatives which can be drawn from working with your psychological opposite. One main strength of working with someone so unlike yourself is that you complement each other's weaknesses. Your strengths will be very useful in helping your opposite deal with areas where they have 'blind spots' and vice versa. As long as your communication remains good and you ensure nothing is misinterpreted you can have a very effective working relationship as there will be very few problems that at least one of you cannot handle.

However, it is also possible that you can encounter difficulties when working with your opposite. You may start to see them as the answer to all of your problems and place too great a weight of expectation upon them. Try to develop your weaker qualities yourself. You should also try to aid your psychological opposite's growth in dealing with their own "blind spots". Another problem which often occurs is a breakdown in communication; because you think in very dissimilar ways it is easy for ideas to get lost in translation.

One way you and your psychological opposite could work well together is that your opposite has a talent for resolving conflict without hurting people's feelings. If you and your opposite ever get into an argument you will find things easier to resolve than normal. On the other hand, you and your opposite could encounter problems because you are very direct. Your opposite might see you as blunt and tactless when it comes to resolving underlying problems.

Working with your Opposite

What is good about working with your opposite:

- Your opposite feels most comfortable when they have all the facts established and they can back up their claims with solid proof. When working together you can use their skill to provide tangible support for your arguments.
- Your opposite has a talent for keeping things balanced and avoiding conflict. You may find that your working relationship is very harmonious.
- If you have to work in a one to one situation with your psychological opposite, you will find that they can help you overcome your natural hesitancy for sharing ideas on a personal level.

Some problems you might encounter:

- Whilst your opposite is by no means a braggart, they will welcome praise when available. In contrast, you allow your modesty to diminish your contribution unnecessarily.
- You may find that there is a lack of trust between you and your psychological opposite as they believe you put your own interests first, even if doing so hinders shared goals.

Some ideas to build your working relationship:

- Make an effort not to let your modesty get in the way of deserved praise. Even though you think of your opposite as a more natural candidate, you deserve the accolades as much as anyone.
- It is important for you to build trust between yourself and your team members. When working with your opposite, you can demonstrate trust by focusing on mutually achieving your goals to ensure combined success.

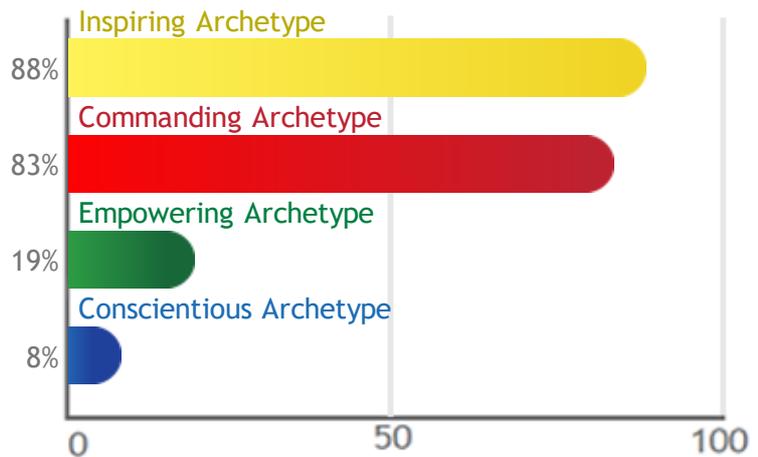
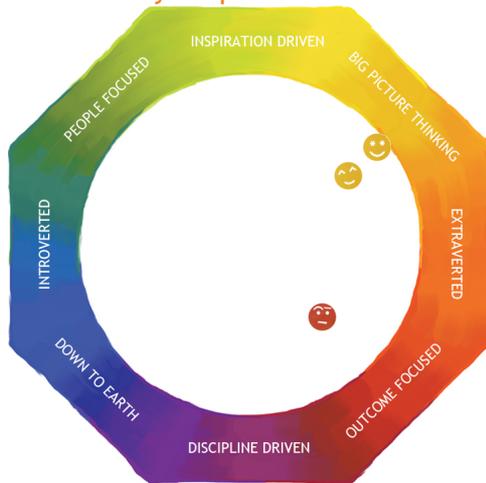
Seeing Yourself in Others

Recognising your mirrored self

Sometimes your biggest blind spot is in the mirror...

You may find that you instinctively recognise when you are working with people who possess the opposite qualities to your own. Because they are so dissimilar to you they are easier to recognise as you find inconsistencies in the way you tend to work together. However, it may be more difficult for you to recognise when you are having trouble working with someone who is very similar to you.

Remember your persona . . .



Once again, there are pros and cons to this working relationship. When you are working with someone who works in a manner akin to your own it can be very successful. Your strengths mesh and you have an intuitive understanding of how you both think things through. You can resolve issues before they arise by accommodating your partner's preferences prior to them being voiced and vice versa.

One example of how you might find working together very easy is that you are both very direct and upfront about any problems which might be brewing. This will take care of things immediately and remove any underlying stresses. Then again, you and your mirrored self might have trouble working together. You can both push people away in your drive to succeed and this distance can make it difficult to receive or accept praise from them.

Working with your Mirrored Self

What is good about working with your mirrored self:

- You and your mirrored self both have an optimistic outlook which allows you to treat setbacks as possibilities for future development. This means that you both stay in a positive frame of mind even when things are going badly.
- You both enjoy clearing the air and place a lot of value on being open and direct about any problems between you. This leads to a very honest relationship with issues quickly resolved as soon as one of you notices them.
- Neither of you like adhering to any single method of working. This means you can have a very fluid and interchangeable working relationship where you swap roles easily.

Some problems you might encounter:

- Both you and your mirrored self are likely to look for ways to support those around you, especially when you sense that things are going wrong. This can lead to you both losing sight of your own needs. When you recognise this tendency within yourselves it can trigger quite a competitive reaction and you may both start looking for ways to turn the situation to your advantage.
- You each contain a very strong desire to be the best. So much so that you can become shy in group situations for fear of unleashing your powerful but suppressed competitive sides.

Some ideas to build your working relationship:

- Occasionally you and your mirrored self might benefit from taking longer to let others gain your trust. Otherwise you risk having your trust betrayed by people you don't know well.
- To encourage a feeling of team camaraderie, it might help if you and your mirrored self put less emphasis on achieving your personal goals. Spend more time helping others in the team achieve the group goals.

Your Communication Preferences

How you prefer to communicate with others:

- When you have an idea, you want to act on it immediately. Your enthusiasm then energises those around you.
- You are always frank and honest. You do not do this out of a lack of respect, but to convey your meaning clearly and directly without confusion.
- Your flexible approach means you like to consider other people's views and integrate them with your own ideas.
- You enjoy discussing abstract ideas, because it is in the abstract that you are most comfortable.

How you like others to communicate with you:

- You get a lot out of talking to people about things you find interesting and feel enthusiastic about.
- You prefer arguments to happen rather than allowing people to bottle up their feelings. You feel that conflict is a healthy and necessary way for people to overcome their underlying issues.
- You like it when people engage you in the creative process.
- You like people to ask you open-ended questions that give you free-rein in your responses.

What is likely to irritate you in other people's communication:

- You don't like it when people challenge the practicality of your ideas. You are a visionary - you view it as your job to create the ideas and someone else's to make them happen.
- You don't like it when people keep their thoughts to themselves and it becomes time consuming to draw things out of them.
- You dislike communication via forms and other administrative tools as it is indirect and impersonal.
- When people ask you to explain your ideas in a practical way you are likely to become annoyed. Some people find it hard to understand that you are unable to determine the practicality of your ideas.

Here are some suggestions to improve your communication with others:

- Although you work well in teams, be willing to stand alone and maintain your individuality. You do not have to agree with something that goes against your own way of thinking.
- If you are part of a group that is discussing an issue, try to listen to them. Remember that speaking the loudest does not necessarily mean what you say is most important.
- Some communications are best put into writing. This serves to keep a formal record of discussions held and also as a useful checklist to ensure you cover everything you want to.
- Understand the power of compromise. By combining others' needs with your own, you can come up with a better solution that everyone can buy into.

Creating a High Performing Team

Here are some ways you can be effective in building high performing teams:

- Exercises like brainstorming and 'blue sky thinking' really play to your strengths and others appreciate you for your creativity.
- You are known for saying what needs to be said. This can be an important skill when a team is faced with a difficult situation where others may try and steer away from contentious issues.
- Your easy going nature can be a real asset to teambuilding. As you are not fazed by unexpected problems you can help the team cope with change without losing momentum towards your collective goals.
- Your ability to handle complexity can be put to good use when explaining issues to others. By breaking things down to simpler concepts, you can take the whole team forward.

However sometimes you may overplay your strengths:

- You may be so concerned with equality of contribution that individual talents are either overlooked or not developed sufficiently to strengthen the team. This can also hold back your own development.
- Your capacity for conflict can mean that you reach an impasse in discussions with no easy way forward.
- You are uncomfortable with open-ended commitments. Unfortunately there will be times when other people are not in a position to fully commit and this can cause trouble with your team, especially if the final goals are ambitious.
- You are happy when taking an analytical approach and you can be strongly rational. However there are times when you can overplay this side of yourself and become overly critical of others. This can jar with your sympathy for others when you are under pressure and cause you to be self critical as well.

Here are some blind spots you might encounter when it comes to working in a team:

- You are not always a skilled diplomat and at times you may have caused offence. Although your intention is to say something helpful, it is not always received that way.
- You can be so enthusiastic about what you want to say that you forget to consider the impact of your words on other people.
- You find it hard to concentrate on work that needs great attention to detail. If your results are incorrect they can affect the conclusions of the whole team.
- When given individual tasks to do you often become bored, distracted or uninterested.

Here are some suggestions to improve your teamwork:

- By focusing on the skills and abilities of each individual you can build on the collaborative potential of the group.
- When a team completes its remit, it is important that you celebrate the success as a group. Recognise the strengths and achievements of others. It may help you identify potential areas of development for yourself.
- By using your collaborative skills to create an environment of 'group ownership', the team members can focus on the 'greater good' rather than their own short term goals.
- By creating a listening environment you generate new thinking. Not only will this create new ideas, it will encouraged the team to be more innovative in the way it works.

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