



SAMPLE



Tim Sample
Lumina Spark Portrait
Inspirational and Practical Personal Development

Spark Portrait Contents Page

Lumina Spark Portrait	1
Spark Portrait Contents Page	2
Welcome	4
Introduction	5
How you use the four archetypes	6
Your eight aspects on the Spark Mandala	7
Your Spark Mandala	8
Your strengths and possible weaknesses	9
Qualities Mandala	10
Two quotes to inspire you	11
Your use of the Four Archetypes	12
Your Archetype and Aspect Bars	18
Your Twenty Four Qualities in detail	19
Three perspectives on who you are	20
Your three persona positions	21
Your Three Personas	22
Your Archetypes split by Persona	23
Your Aspects split by Persona	24
Your Underlying Qualities	25
Your Everyday Qualities	26
Your Overextended Qualities	27
Your Twenty Four Qualities in detail	28
Valuing Diversity	29
Working with your Opposite	30
Seeing Yourself in Others	31



Working with your Mirrored Self 32
Your Communication Preferences 33
Creating a High Performing Team 35
Lumina Spark Portrait 37



Welcome



Sample Affiliate



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.

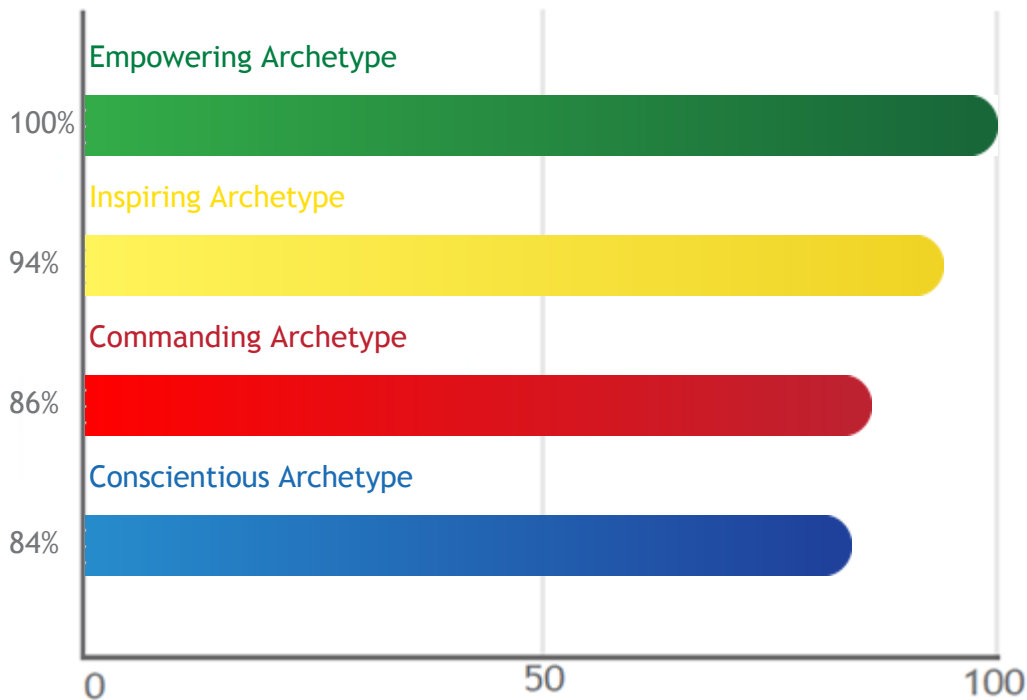
Focus on the observations in this portrait that you think can really help you develop. View this as an opportunity to work on improving yourself.

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.



How you use the four archetypes

Your four archetypes:



You regularly put out lots of Empowering Green energy. You are adept at dealing with ambiguous situations and you don't allow this to interfere with your productivity. People know that they can always come to you when they want to be heard and understood. This is a good example of your Empowering Green Energy at work. You use almost as much of your second colour, Inspiring Yellow. You have no problems working around red tape in order to achieve your goals. You have a talent for spotting underlying trends hidden within the facts and figures. Your third colour archetype is Commanding Red. You keep your feelings separate from the decision making process and you don't allow your emotions to sway your judgement. You always try to balance confrontation with compromise. Your least used colour energy is Conscientious Blue. You tend to be very serious when you are working and it is hard to distract you from the task. You enjoy keeping both a close circle of friends and an expanded set of contacts to draw on.



Your eight aspects on the Spark Mandala

Tim, 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.

Big Picture Thinking

Discipline Driven

Down to Earth Extraverted

Inspiration Driven

Introverted

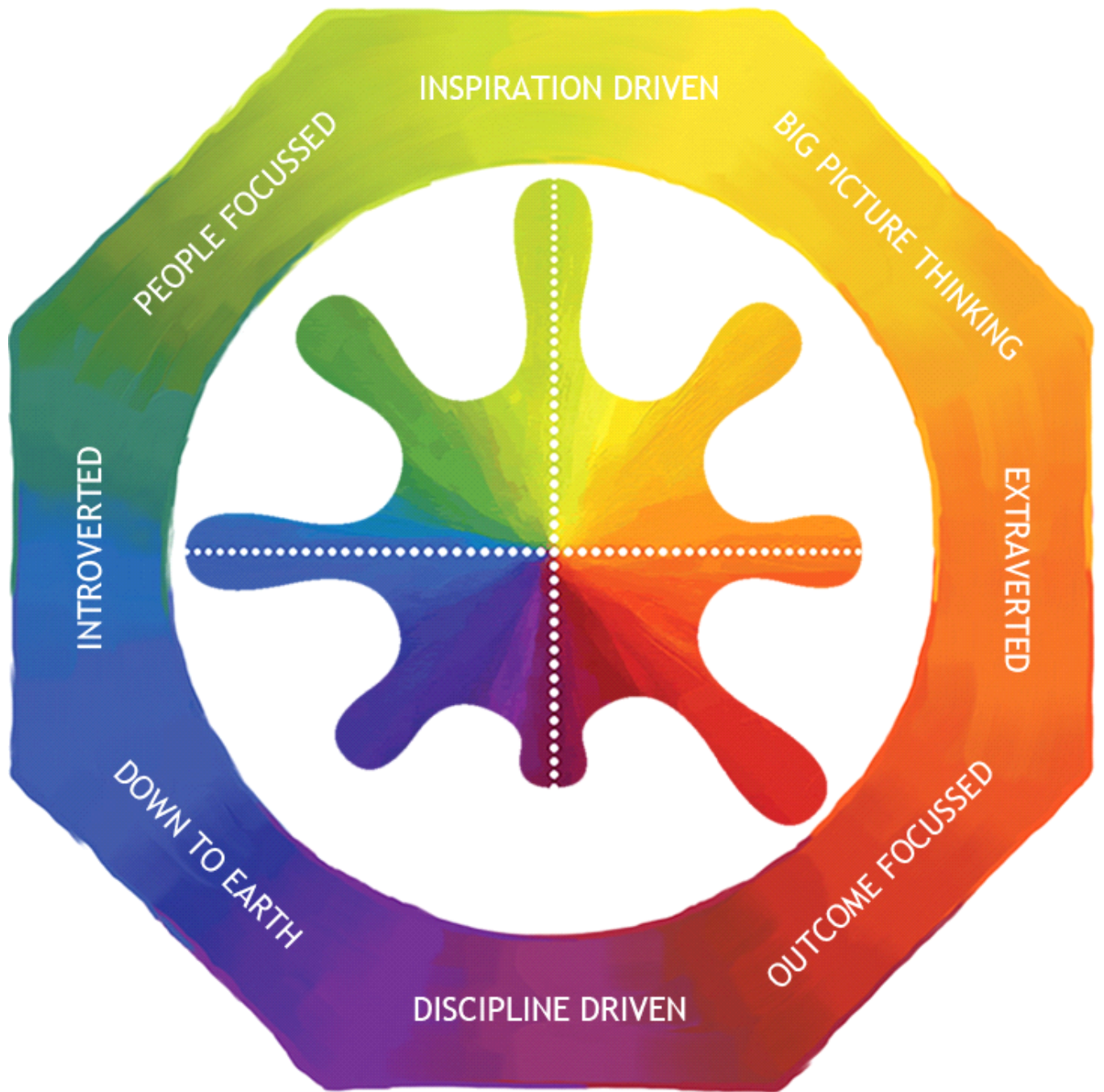
Outcome Focussed

People Focussed

(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".



Tim Sample - Your Spark Mandala



Your strengths and possible weaknesses

Tim, your natural strengths are:

- You have an open-minded approach to task management. You don't write off any possibilities, meaning you keep a lot more options open for yourself and your team.
- You are very good at working in ambiguous circumstances. You persevere even when things appear grey and everyone else is unsure what to do. You respond by changing your targets as the situation changes and working towards transitional goals.
- You are good at keeping your emotions out of the decision making process. You focus on the objective truth at all times and you refuse to allow distractions to impact your judgement.

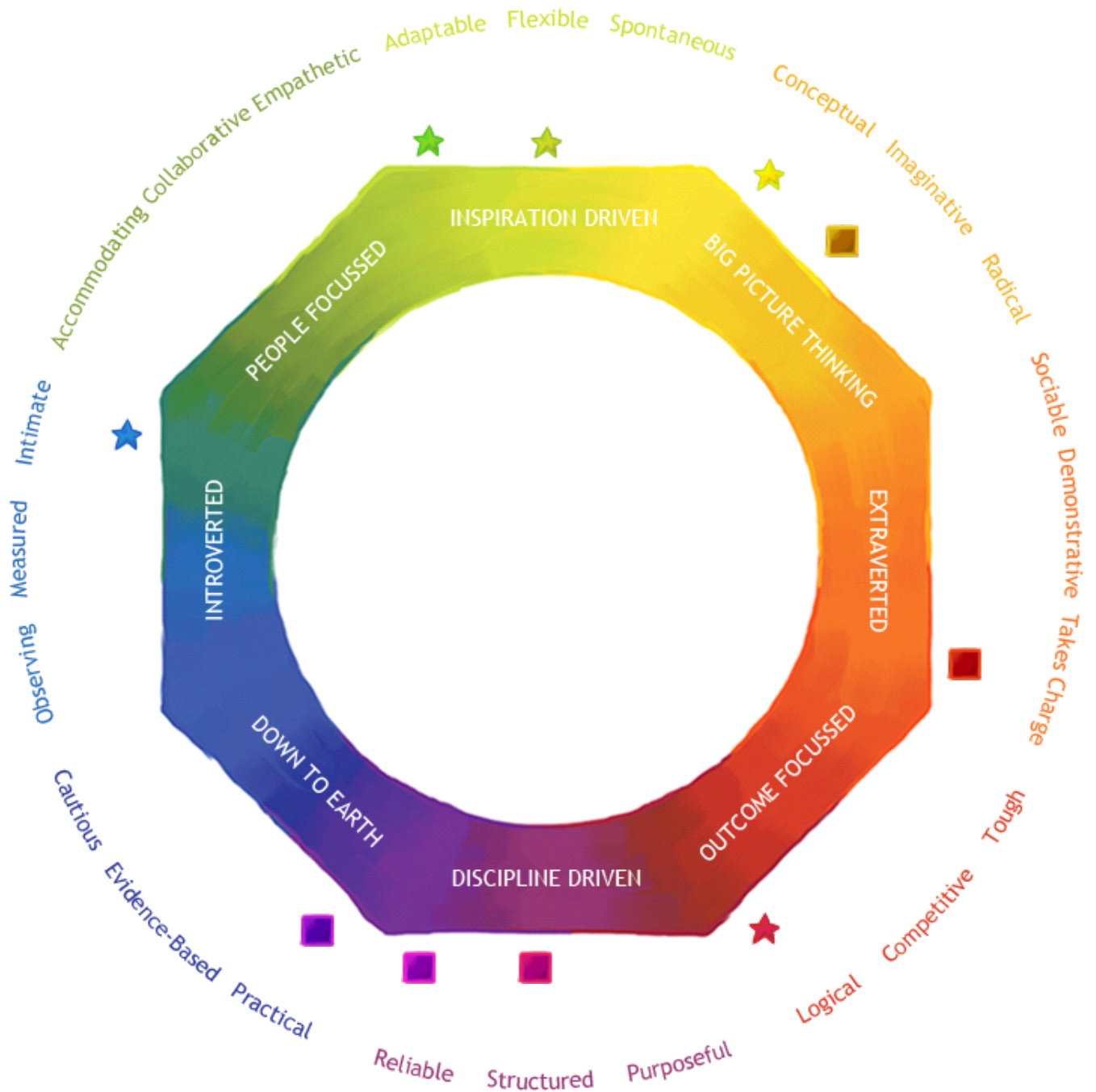
Here are some of your possible weaknesses:

- 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 desire for control is normally a positive influence on the group, but you sometimes end up fighting for control instead of moving the team forward. On the other hand, without authority your voice can go unheard.

Some suggested methods of development:

- You have a lot of common sense so don't let it go to waste. Remember to think things through carefully and stay calm in the face of unexpected trials. In such situations your common sense will help you find the right course of action.
- Nothing bad happens without the possibility of taking something good from it. The opportunity to do this depends on your perspective. In the face of adversity, try to seek out new ideas and possible ways forward.

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

Logical consequences are the scarecrows of fools and the beacons of wise men. - Thomas Henry Huxley

You consider yourself to be a wise person in the sense that Thomas Henry Huxley is describing. You know that logical arguments are perceived as worrying for those who dislike the certainty they contain. You on the other hand recognise the value in deductive and objective analysis. You know that there are many times when people will be more convinced by logical explanation than anything else. This is a wisdom that transcends disciplines, from history to philosophy to mathematics. All of these areas will accept logical argument where they are unwilling to agree on much else. That is the power of logic and its unbiased opinion.

The quantity of civilisation is measured by the quality of imagination. - Victor Hugo, *Les Misérables*

Hugo wanted to encourage people to explore their imagination and set free their creative side. He didn't want people to feel trapped by one set of ideas. Our imagination is boundless and allows us to come up with any sort of ideas that we want. It only needs our time and a belief in the importance of our imagination. Without this we would not have many inventors; don't let scepticism stifle your ability to be creative.



You primarily use your Green Archetype



Your key Green Strengths are:

- You are naturally informal and laid back
- You prefer working with others on a one to one basis
- You are a very open and trusting person

Sometimes you may use too much Green:

- Sometimes you react to feeling emotionally drained by withdrawing from others
- You can be too relaxed and easy going in your work style

Sometimes you may underuse your Green:

- In teamwork, you are not always as considerate of others as you could be
- Sometimes others find you dismissive of their feelings and lacking in compassion

More on your Green Archetype:

You enjoy letting things emerge as circumstances dictate. You are good at this, largely because of your comfort with ambiguity and your self-fulfilling belief that things will work out. You know how important it is to let goals evolve in light of an unfolding reality. You may be irritated by work colleagues who try to hone and define every last detail of a goal and plan, well before you think it is realistic or necessary to do so.

When you need others to do work for you, they are likely to find you very flexible and friendly. However, make sure you aren't too vague in specifying what you want doing or too lenient in giving feedback if they do not deliver. Ensure that you outline the time parameters you want them to work towards. Not everyone is comfortable working on a task without predefined goals.

You enjoy letting the work pace emerge without feeling the need to force things to meet artificial deadlines. You enjoy thinking things over and working to improve the quality of ideas. You are at your best when you are inspired by your work - then everyone sees the positive impact of your passionate bursts of energy.

Your Second Archetype is Yellow



Your key Yellow Strengths are:

- You thrive in a relaxed, informal environment
- You tend to find ambiguous situations interesting
- You are highly capable of both critiquing and creating radical ideas

Sometimes you may use too much Yellow:

- You can have difficulties finding a consistent behaviour between overexcitement and disinterest
- You find it difficult to work within the bureaucratic process

Sometimes you may underuse your Yellow:

- You feel awkward sharing your sense of humour
- Your desire to get on with things can stop you spending time on valuable thinking

More on your Yellow Archetype:

You see your flexible approach to work as a way of demonstrating to others your dynamic nature, showing you can adapt to work in many varied and sometimes difficult situations. In fact, you know that having the opportunity to show your flexibility can inspire both yourself and others to higher levels of performance. This is coupled with a natural dislike of bureaucracy and you have been known to work around processes that you fear may de-motivate yourself or those around you. What others may see as a loophole, you may view as a window of opportunity! This has occasionally got you into trouble in the past.

You enjoy working in an easygoing and unstructured way. Be aware that if you do this too often, colleagues may see you as disorganised. This may be compounded by your desire to avoid detailed planning and keep commitments open-ended.

Your Third Archetype is Red



Your key Red Strengths are:

- You can be the objective and rational voice of reason
- You are unafraid to bring up the most controversial points while still taking care to seek consensus

Sometimes you may use too much Red:

- Sometimes your desire to remain objective can make you emotionally withdraw from others
- You may be perceived as being boastful

Sometimes you may underuse your Red:

- You can be too forgiving of people who don't try hard enough
- You don't like being challenged in a competitive manner

More on your Red Archetype:

You possess a rare ability to temper your need to get to the heart of a matter with a diplomatic manner that avoids giving offence. While heated arguments can bring progress and resolution, you recognise they can also burn bridges. You take care to avoid this by becoming more accommodating when the situation calls for it.

The Archetype you use least is Blue



Your key Blue Strengths are:

- You trust the written word more than the spoken word
- You are highly self-sufficient, but that doesn't stop you enjoying the company of big groups of people
- You are highly capable of both critiquing and producing radical ideas

Sometimes you may use too much Blue:

- You tend to only trust things which you can verify using your own experience
- Interacting with large groups too often can be draining for you

Sometimes you may underuse your Blue:

- Your more structured friends think you are not sufficiently organised
- You are more comfortable thinking about a problem than taking practical action

More on your Blue Archetype:

Your measured approach is very helpful when it comes to setting targets and focussing on how to achieve a positive outcome. Your desire to think carefully before acting also ensures that you bring an appropriate element of control to any work situation and this can help prevent issues being overlooked. You will avoid big shows of emotion and normally remain calm, even when under pressure. You tend to contain your emotions, which may mean others find you hard to read (in fact, you give very little away!).

Tim, you are a serious minded individual and when at work would prefer not to have to become involved in any frivolity. For you, work represents a job that needs to be done and you want to avoid such light-hearted distractions. You may often wonder why some of your colleagues feel the need to act in a less than serious way.

You bring a reflective and considered approach to your work. One of your gifts is the ability to conscientiously deliberate issues in your head. This allows you to evaluate alternatives by thinking through relevant previous experiences and then utilise this past knowledge to inform your decisions.

Recommendations to increase your 4 archetypes

Empowering Green

- Be willing to see things from someone else's point of view - try typing 'listening empathically' into an internet search engine and see what you can learn
- 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?"

Inspiring Yellow

- Utilise your positive feelings when you're trying to motivate a group
- Taking time out to think around a problem can save a lot of time in the long run

Commanding Red

- Deal with non-performing team members
- Aim to be less modest about your achievements.

Conscientious Blue

- Develop an effective filing system that works for you and helps you be more organised
- Having discussed an issue, make sure you follow up with practical action to implement the recommendations



Recommendations to temper your 4 colours

Empowering Green

- Don't hide your light under a bushel - be willing to claim the contribution you have made to the team
- Have the courage to bring up contentious issues and do not run away from conflict - discussing issues when they are small can prevent them becoming big

Inspiring Yellow

- Let someone else have the limelight for a change
- Consider the impact of your ideas

Commanding Red

- Instead of telling all the time, ask others how they would do tasks
- Rather than carry a grudge, learn the lesson and move on

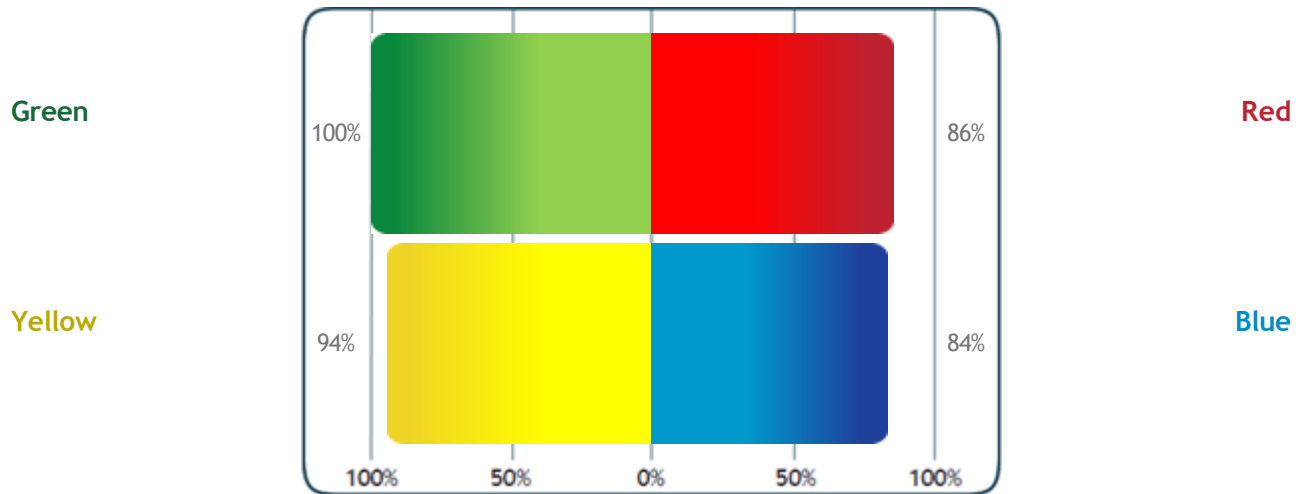
Conscientious Blue

- Find ways to express your more cheerful side - consider asking a more light-hearted colleague for advice on how to do this
- Do not be threatened by new ideas and look for the positive things in them

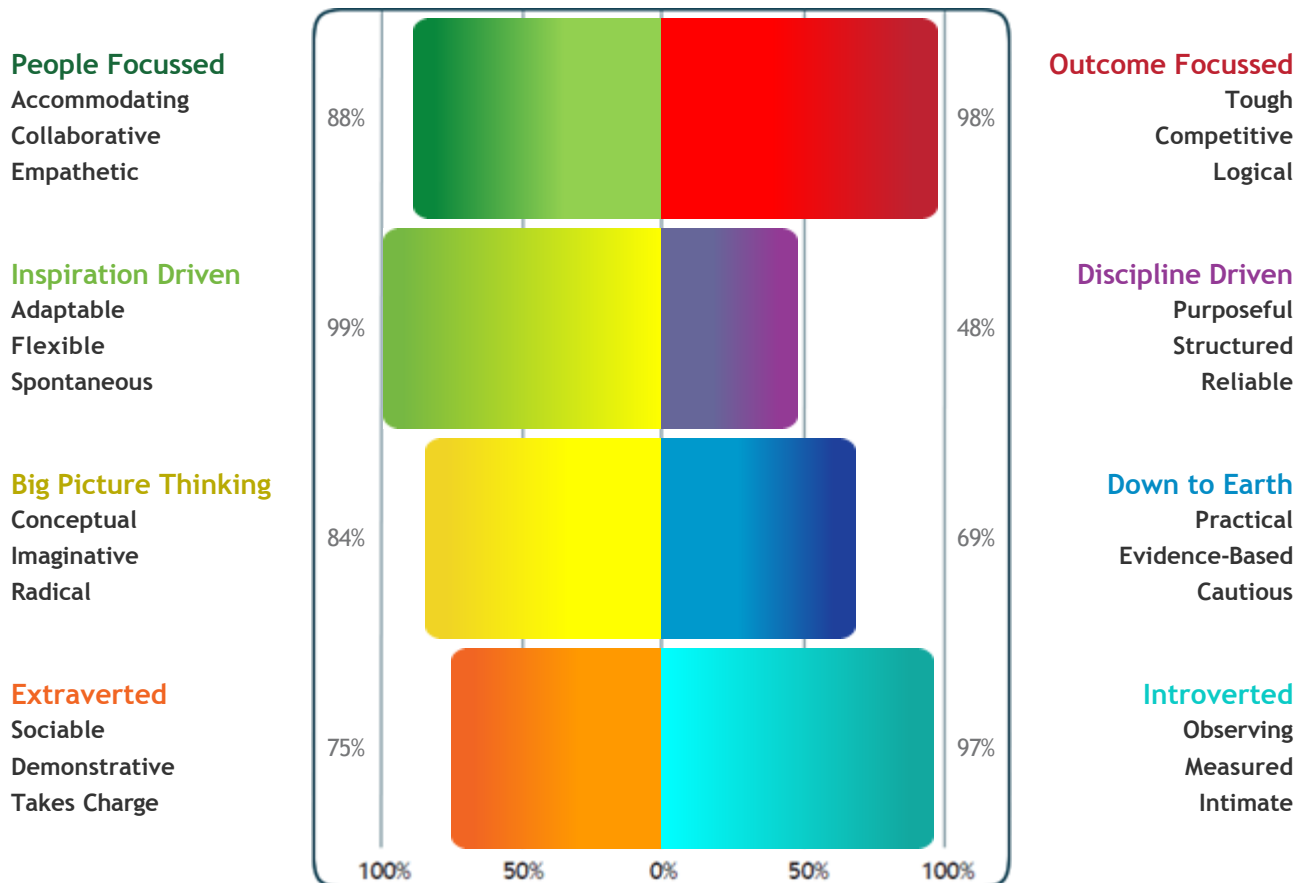
Your Archetype and Aspect Bars

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 Twenty Four Qualities in detail

The Twenty Four 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.

Intimate

Listens first and gravitates towards one-to-one conversations

97%

Accommodating

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

73%

Collaborative

Team player with a win/win mindset

77%

Empathetic

Considerate and in touch with other people's feelings

88%

Adaptable

Works in passionate bursts towards emergent goals

99%

Flexible

Easy going and informal

99%

Spontaneous

Makes quick gut-feel decisions

91%

Conceptual

An abstract thinker comfortable with complexity and ambiguity

96%

Imaginative

A source of new and creative ideas

17%

Radical

Embraces change and is willing to challenge tradition

91%

Sociable

Friendly and energised by interacting with others

71%

Demonstrative

Enthusiastic and expresses positive emotions

77%

Takes Charge

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

63%

Tough

Argues forcefully and is comfortable with conflict

88%

Competitive

Strong willed with a win/lose mindset

79%

Logical

Objective and rigorously applies reason

100%

Purposeful

Sets ambitious goals and then works diligently towards them

82%

Structured

An organised and effective planner

23%

Reliable

Disciplined and meets commitments

38%

Practical

Adopts a realistic and common sense approach

28%

Evidence-Based

Focussed on observable facts and attentive to details

85%

Cautious

Resists change - prefers to stick with tried and tested methods

72%

Observing

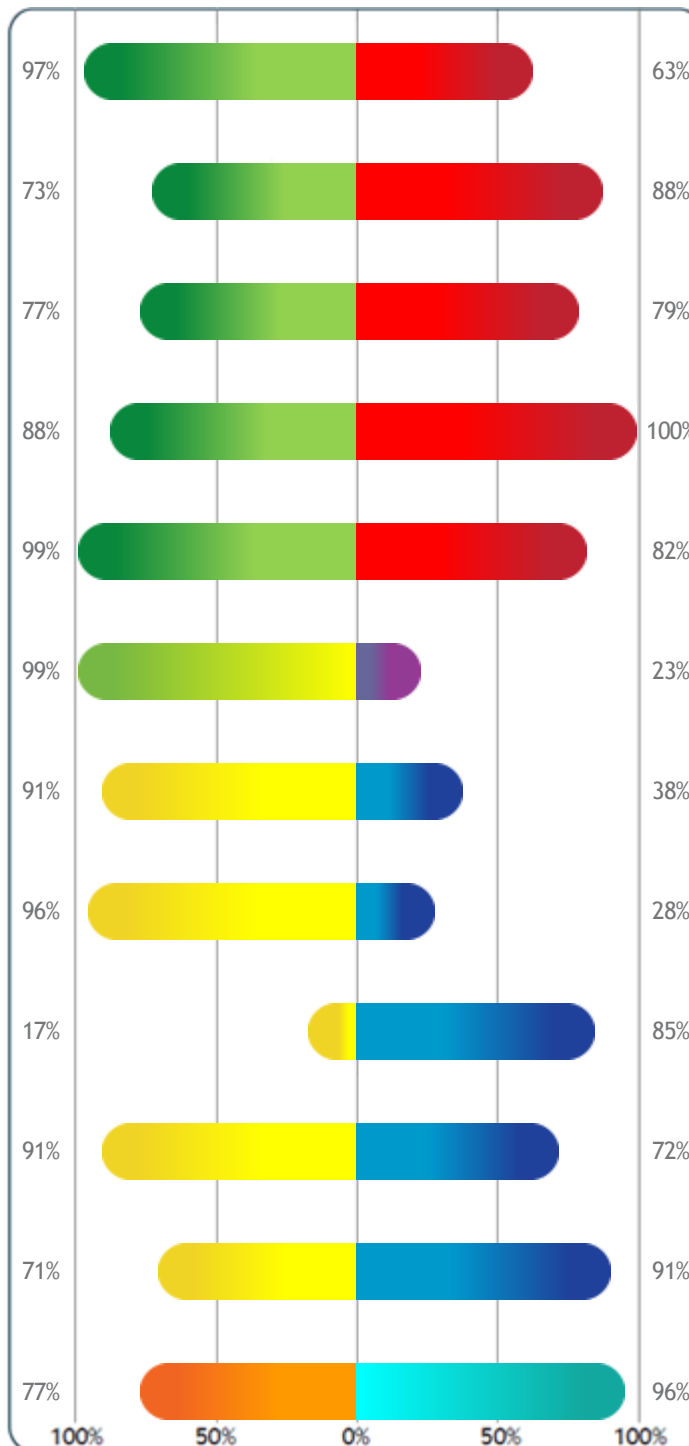
Boundaried and energised by their inner world

91%

Measured

Serious minded and contains positive emotions

96%



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

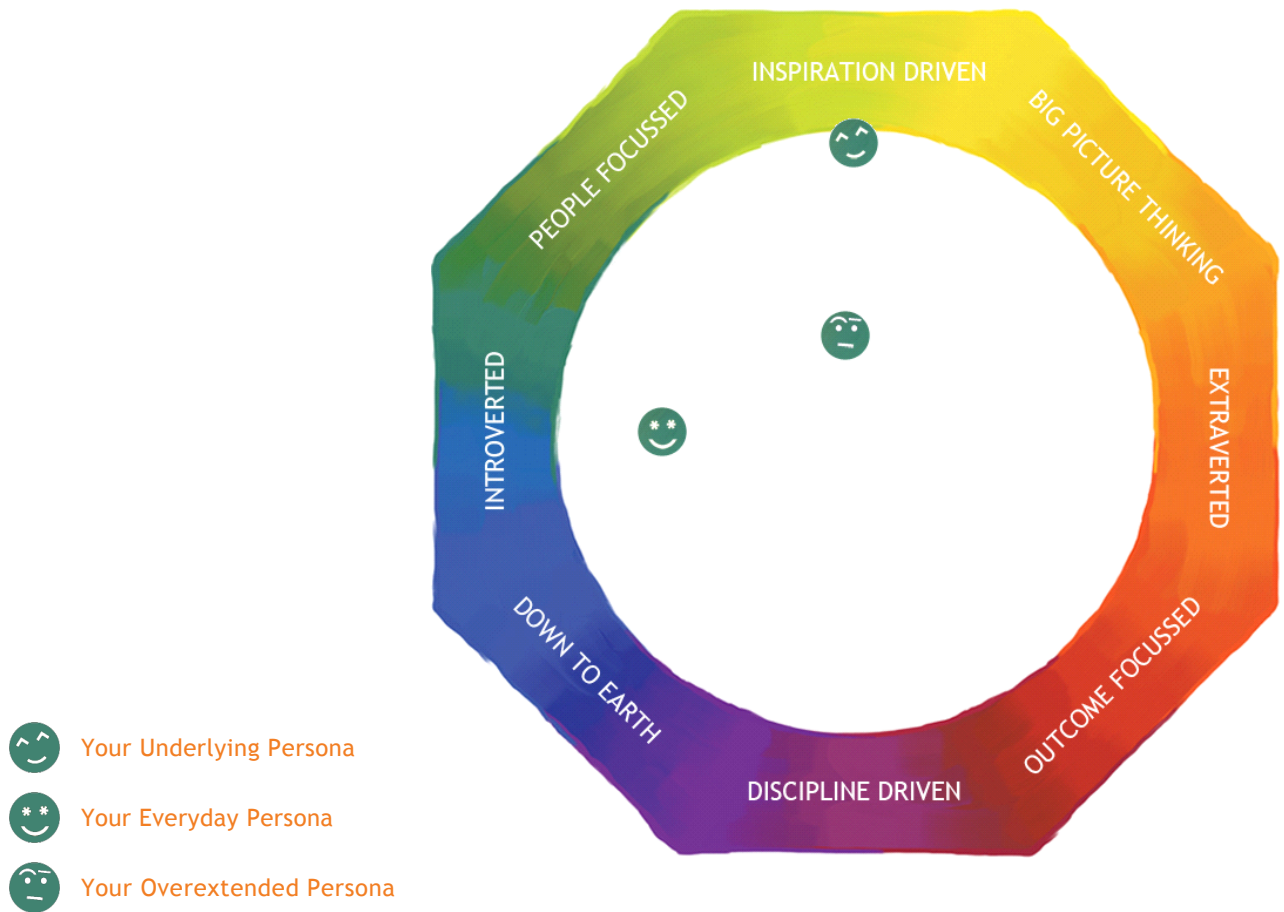
- This is who you are when put under stress
- Or how you react to unexpected events
- This persona can come into effect unconsciously



Your three persona positions

Your three Personas on the Lumina Mandala

Tim, your underlying persona contains a lot of Inspiration Driven Green energy. You enjoy coming up with ways to work around processes that bar your progress. Your everyday persona tends to be Introverted, infused with Green energy. You have a reputation for being a good listener due to the attention and understanding you convey in your one-to-one conversations. By taking account of everyone's views you are better equipped to come up with solutions that everyone can rally behind.



Tim, when you find yourself in a stressful situation you can see that your overextended persona contains a lot of Inspiration Driven Green energy. If you are faced with several different objectives, you sometimes try to complete all of them and lessen your effectiveness by splitting your efforts too broadly. Also, when you do focus on a task, it is sometimes done to the exclusion of other goals.

Your Three Personas



Your Underlying Persona

Tim, you have a preference for using Inspiration Driven Green blended with Introverted and Big Picture Thinking energy

You enjoy adopting an informal attitude at times and this can be seen in the way you change plans on the go. You prefer this style of working as it allows you more flexibility when meeting a difficult deadline or one with changing priorities. You have an innate talent for using both emotion-driven and rational processes to come to your decisions.



Your Everyday Persona

Tim, you most often use Introverted Green blended with Inspiration Driven and Outcome Focussed energy

Whilst you might prefer to take part in wider social networks, due to time constraints and your work environment you often find yourself in smaller groups or working one to one. By nature you prefer to avoid focussing on the facts. However you have found that your arguments are a lot easier to accept when they are backed up with tangible evidence. Hence you now have a reputation for being quite an empirically driven person.



Your Overextended Persona

Tim, when your overextended persona emerges you may notice that you use more Inspiration Driven Green blended with Outcome Focussed and People Focussed energy

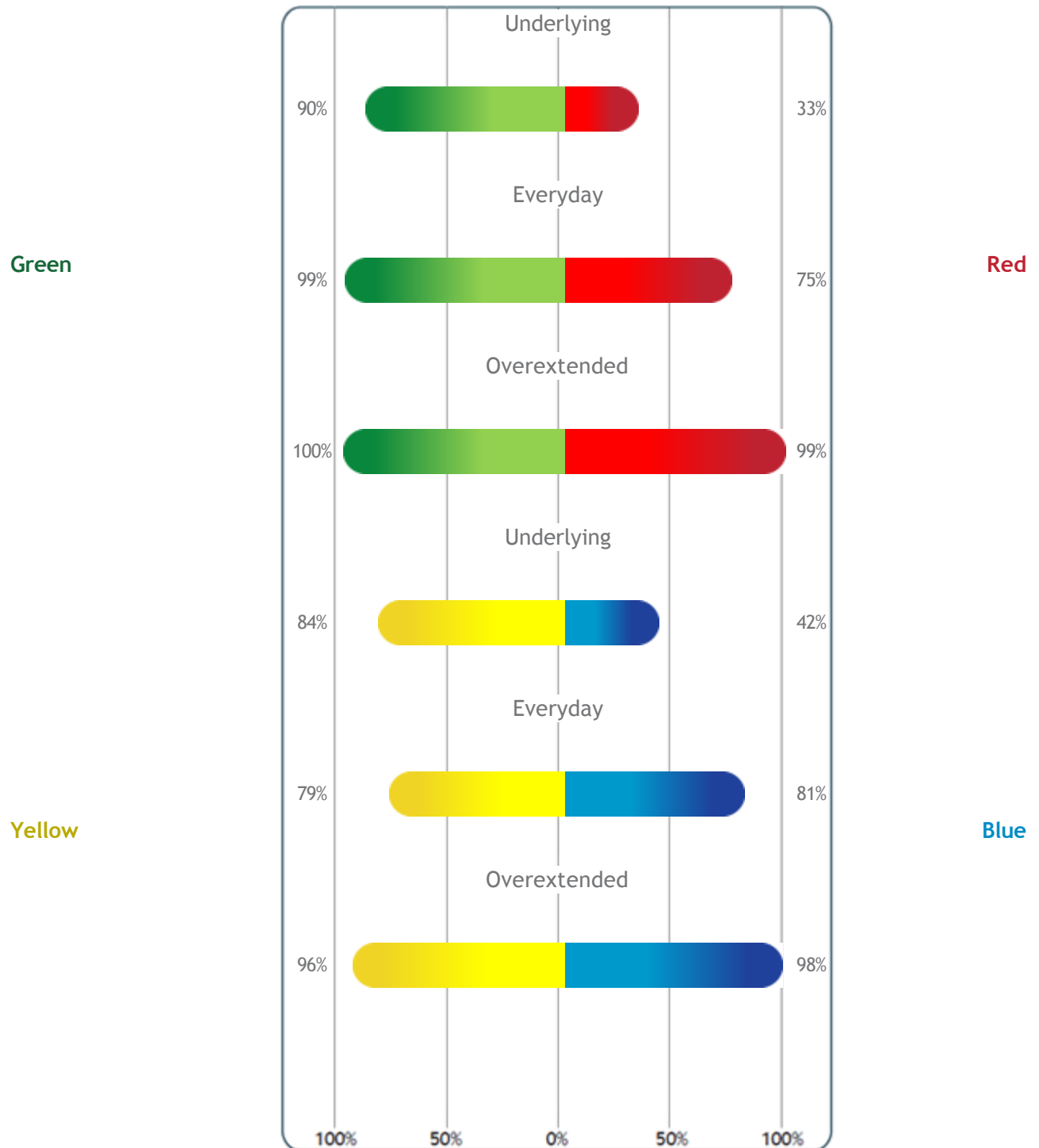
You don't often go much into the emotional side of things, but when you have to deal with a stressful situation you can get too caught up in other people's feelings. This can leave you drained and unable to tend to your own emotional needs. You are not usually fixated on personal achievements. However if you have been under a particularly heavy burden over the course of a project then you can be quite selfish in the aftermath. Whilst you may not want it to look that way, you might not be fully aware of the impact of your actions on the team.



Your Archetypes split by Persona

Your use of the four archetypes split by persona

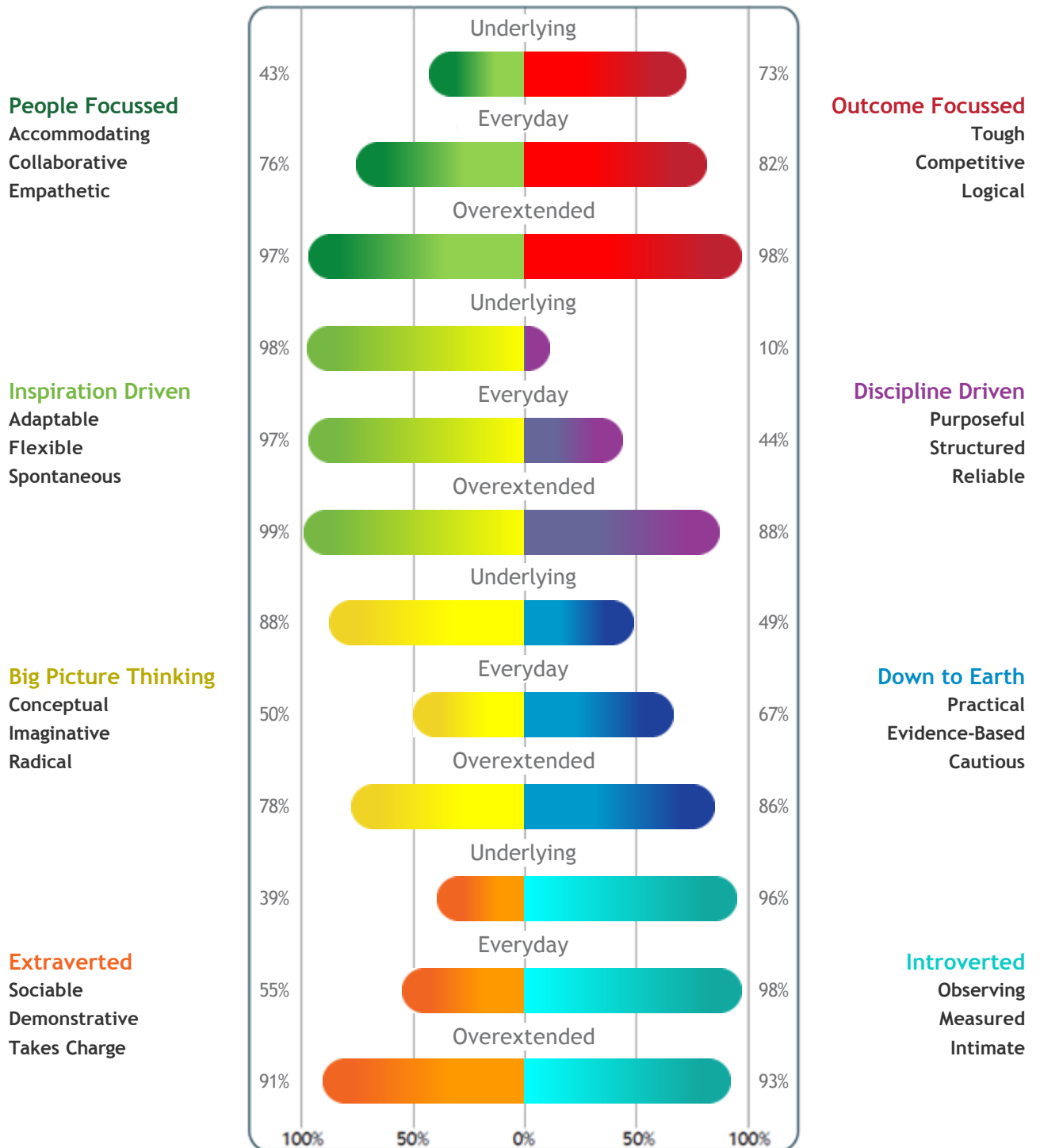
The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



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 twenty four 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.

Intimate

Listens first and gravitates towards one-to-one conversations

Accommodating

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

Collaborative

Team player with a win/win mindset

Empathetic

Considerate and in touch with other people's feelings

Adaptable

Works in passionate bursts towards emergent goals

Flexible

Easy going and informal

Spontaneous

Makes quick gut-feel decisions

Conceptual

An abstract thinker comfortable with complexity and ambiguity

Imaginative

A source of new and creative ideas

Radical

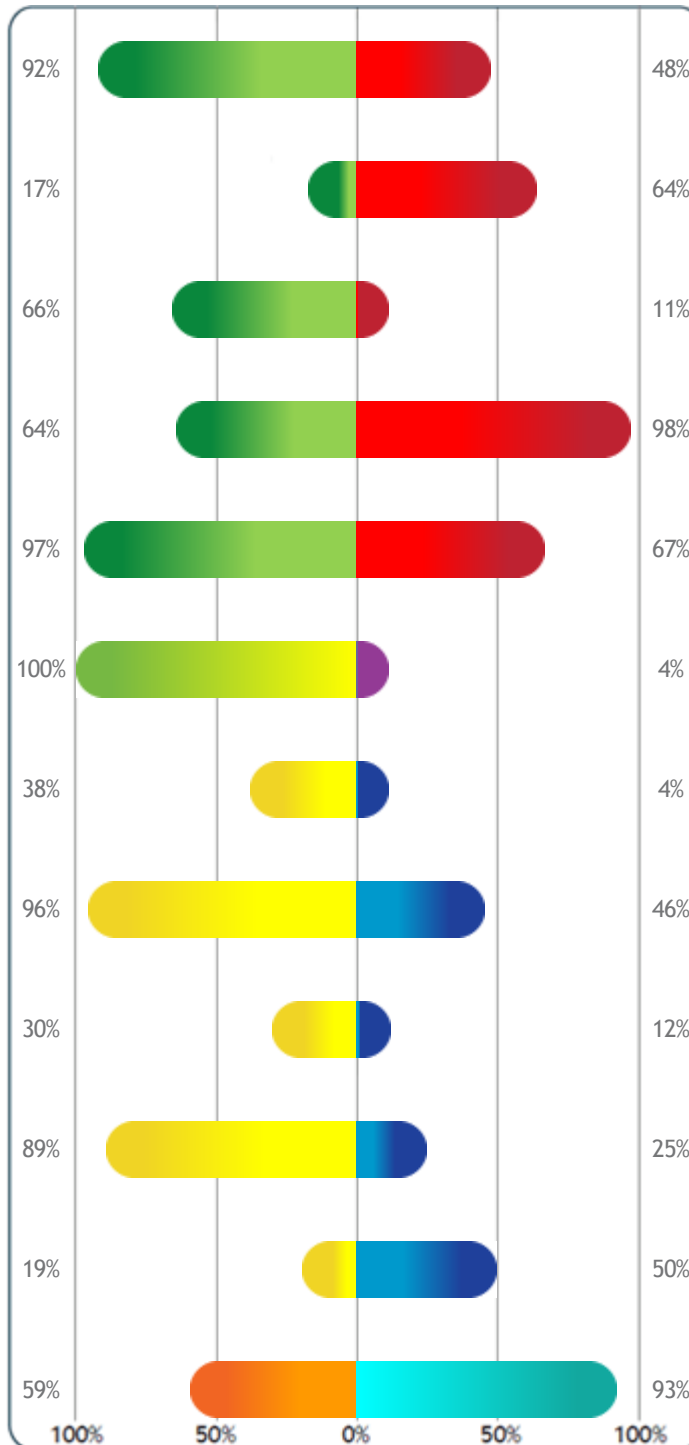
Embraces change and is willing to challenge tradition

Sociable

Friendly and energised by interacting with others

Demonstrative

Enthusiastic and expresses positive emotions



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

Focussed 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 Everyday Qualities



The twenty four 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

Accommodating

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

Collaborative

Team player with a win/win mindset

Empathetic

Considerate and in touch with other people's feelings

Adaptable

Works in passionate bursts towards emergent goals

Flexible

Easy going and informal

Spontaneous

Makes quick gut-feel decisions

Conceptual

An abstract thinker comfortable with complexity and ambiguity

Imaginative

A source of new and creative ideas

Radical

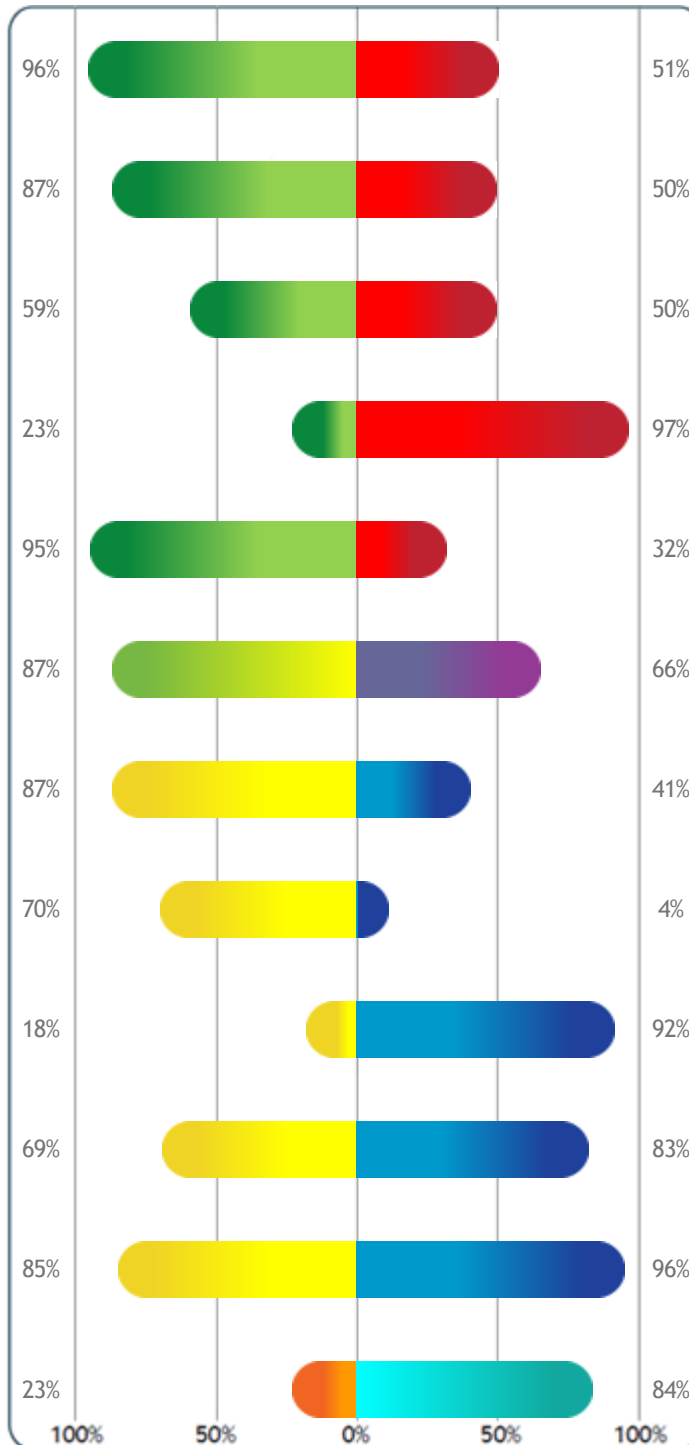
Embraces change and is willing to challenge tradition

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Takes Charge

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Evidence-Based

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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



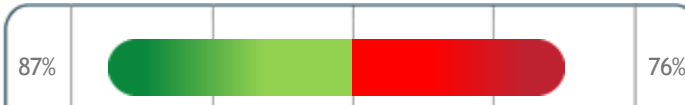
The twenty four qualities that make up your Overextended Persona



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.

Intimate to Smothering

87%



76%

Takes Charge to Controlling

Accommodating to Acquiescing

82%

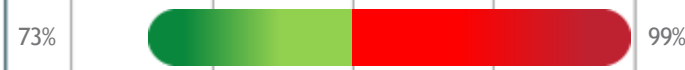


96%

Tough to Seeks conflict

Collaborative to Consensus obsessed

73%

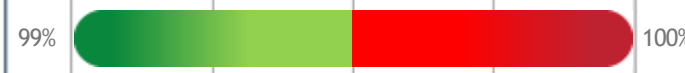


99%

Competitive to Win at all costs

Empathetic to Emotionally stretched

99%

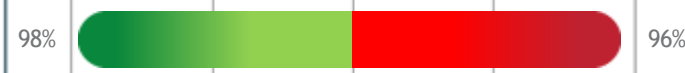


100%

Logical to Argumentative

Adaptable to Unfocussed

98%



96%

Purposeful to Goal fixated

Flexible to Chaotic

96%



44%

Structured to Planning obsessed

Spontaneous to Impulsive

96%



86%

Reliable to Hesitant

Conceptual to Unfeasible

81%



44%

Practical to Narrow sighted

Imaginative to Fantasist

47%



93%

Evidence-Based to Lost in the details

Radical to Change for the sake of change

85%



84%

Cautious to Change resistant

Sociable to Can't be alone

81%

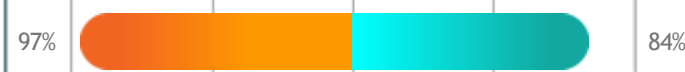


88%

Observing to Detached & Aloof

Demonstrative to Overbearing

97%



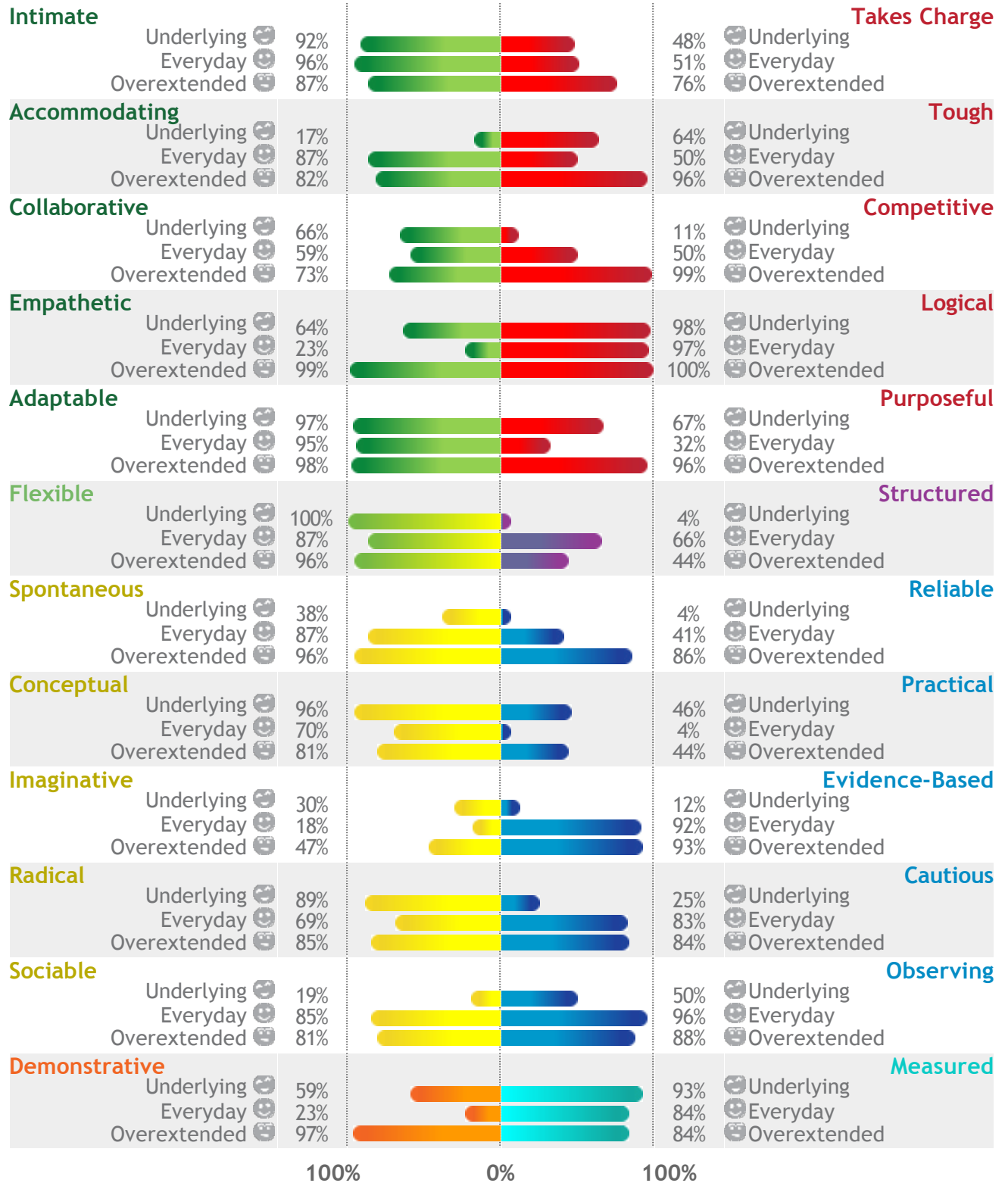
84%

Measured to Serious & Withdrawn

100% 50% 0% 50% 100%



Your Twenty Four Qualities in detail



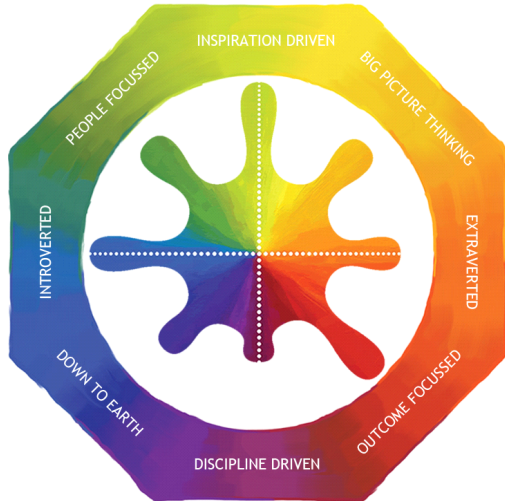
Valuing Diversity

Recognising your psychological opposite

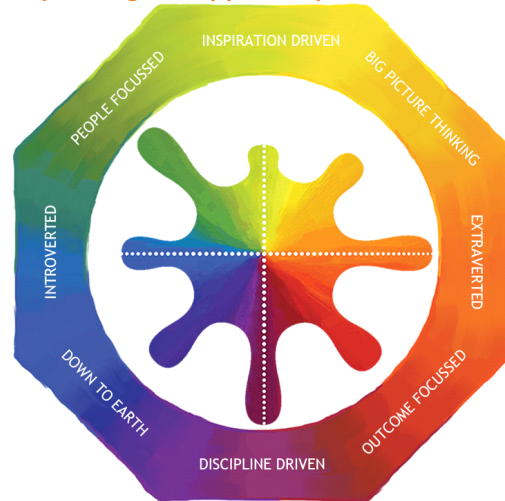
Tim, everyone has encountered people whose personas are the opposite of their own...

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.

Your Persona:



Psychological opposite persona:



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 you often get stuck for ideas but your opposite seems to spout them out for fun. Working together you can learn to access your creative side. On the other hand, you and your opposite could encounter problems because you are very objective and rational but they are more in touch with their emotions. You might have very different personal values.



Working with your Opposite

What is good about working with your opposite:

- Your opposite likes to think of themselves as someone who can be trusted to always keep their word. They set an example of the level of dedication which is sometimes required to fulfil your promises.
- Your opposite enjoys thinking about new possibilities and taking the positives from a bad situation. If you combine this with your ability to find facts to support your claims, you can jointly create very robust ideas that stand up to critical scrutiny.
- Your opposite can quickly isolate the key parts in a plan which need to be started immediately. This is just one way they can keep your mind focussed on the task at hand. Your opposite will also encourage you to cut your theorising short when action is required.

Some problems you might encounter:

- Your opposite can find it difficult to come to terms with the barrier you put up between personal issues and impersonal ones. They can find you to be emotionally distant on topics that concern yourself, yet uncomfortably prying into their private feelings.
- Your opposite can find it difficult to come to terms with the barrier you put up between personal issues and impersonal ones. They think you can uncomfortably pry into their own feelings, yet be emotionally distant on topics that concern yourself.

Some ideas to build your working relationship:

- You will make a positive impression with your opposites if you take time to connect with them on a personal level. They will find it challenging if you consistently keep your feelings locked up and logically analyse everything.
- You enjoy connecting with other's feelings however, sometimes you get too deeply involved in their problems. For example, your opposite might feel they are free to unload their emotional burden whenever they wish.

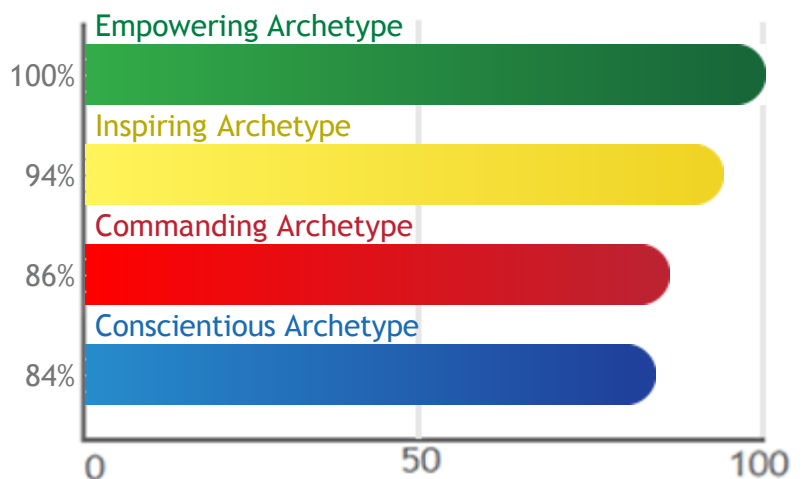
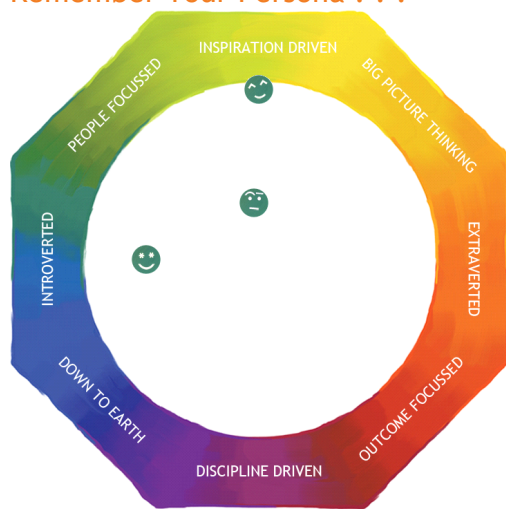
Seeing Yourself in Others

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 can both read one another's emotional states well, while being able to tell when the other's feelings are getting in the way of their objectivity. Then again, here is an example of how you and your mirrored self might have trouble working together. You are both very casual and informal and this can lead to a perceived lack of professionalism.



Working with your Mirrored Self

What is good about working with your mirrored self:

- 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.
- You can both be extremely logical when you need to be. Your minds work in the same way when analysing a problem. If you have to discuss your findings you don't need to reformulate your words. You can convey your thoughts instantly, secure in the knowledge that your partner will fully understand your meaning.
- You are both very talented at working in ambiguous circumstances and can direct your efforts towards any new goals which arise without fuss.

Some problems you might encounter:

- You are both very analytical by nature and therefore can come off as dismissive of each other's feelings. You try to put this right by taking on an empathetic role but your highly analytical mirrored self can find this to be artificial.
- You are both very empathetic by nature and can sometimes take too much time discussing personal issues. You try to put this right by purposefully detaching yourself from your mirrored self, but this can stop you being considerate at all.

Some ideas to build your working relationship:

- Sometimes you and your mirrored self might have more success implementing ideas if you considered other criteria besides logical validity when assessing them. For example the impact it will have on the people involved.
- Every now and then the high levels of emotional support that you show towards each other can leave you feeling like you are giving out more than you are getting back. This feeling can build up resentment between you.



Your Communication Preferences

How you prefer to communicate with others:

- Your flexible approach means you like to consider other people's views and integrate them with your own ideas.
- In a discussion you will only contribute after analysing the situation. You will have fully considered your point before sharing it.
- You like to talk a process through and let it evolve naturally through discussion, instead of imposing a formal structure.
- You like to contribute your ideas, but you prefer to do this when you are not the centre of attention. Having discussions in small groups or in on-on-one situations is when you have your best ideas.

How you like others to communicate with you:

- You like it when people engage you in the creative process.
- You like it when people can support their arguments rationally.
- You appreciate it when people don't ask you to set artificial deadlines. You enjoy communicating with people who understand you would rather let your targets emerge.
- You like it when people do not put you on the spot in a group situation, but rather approach you afterwards to talk to you.

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

- You dislike communication via forms and other administrative tools as it is indirect and impersonal.
- You find yourself irritated by people who expect you to accept their arguments and decisions without solid analysis.
- You don't like it when people push you to formalise your goals in a conversation. You feel it limits your natural preference for ideas to develop over time.
- You hate being put in the position of having to compete with others for attention. You prefer to discuss things one to one, so you never need to fight to be noticed.

Here are some suggestions to improve your communication with others:

- Don't risk alienating your colleagues by arguing too forcefully what you see as the logical approach. At times you need to allow others space to express their creative ideas - the results may surprise you!
- In general, you would be better off dealing quickly and directly with some people. They will not appreciate your polite enquiries about their personal lives as they will view it as a distraction from the task at hand.
- Action is not always the best solution. By taking time to brainstorm a problem you may come up with a better, cheaper or faster approach.
- Use deadlines to focus everyone's commitment. By doing this collectively you can all support each other through any difficulties and ensure help is available when needed.



Creating a High Performing Team

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

- 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 passion for evolving goals enables you to successfully tap into the power of a team's collective intelligence and mould them into a successful high performance team.
- Other team members appreciate you for the clarity of your reasoning. When you explain something, you go through it step by step in a logical fashion.
- Colleagues will see you as a team player because you spend time with individuals in order to understand their personal views.

However sometimes you may overplay your strengths:

- You are happy when following processes and procedures. But you can get so involved in them that the team output suffers. This can also negatively impact the emotions within the team.
- You can be so full of your own achievements that others see you as boastful. This may mean they switch off when you are talking about things that are important for them to hear, and this can damage your team's rapport with one another.
- You can be too lenient with people and consequently the team may miss targets and deadlines. You can also be too rigid when creating team goals.
- Your expressiveness may be overwhelming to quieter members of a group with the result that they are less forthcoming with their valuable input. It can also be at odds with your occasional emotional reserve.



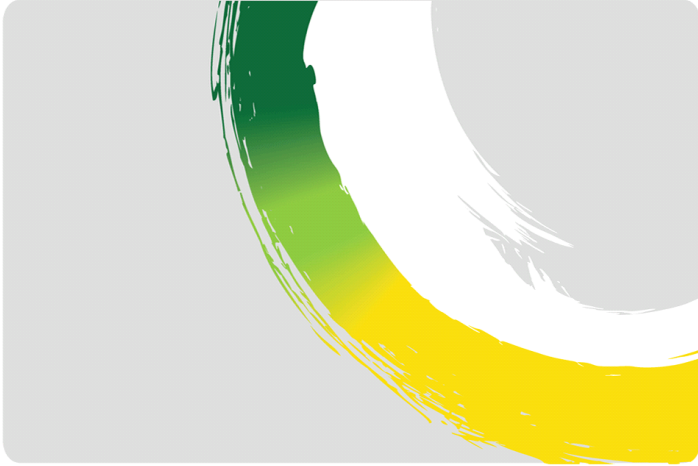
Here are some blind spots you might encounter when it comes to working in a team:

- You would prefer not to be tied down to times and places. This represents a real issue for team working as trying to get a team together can be hard enough even when people are committed.
- Often you are so focussed on the present that you ignore future possibilities. The solution your team produces may not then have longevity.
- Your abstract approach can leave you removed from the reality of the team situation.
- You don't like to be tied down by rigid plans or structures. Unfortunately the nature of team-working is to use these formal arrangements to get the best out of a number of people in their time together.

Here are some suggestions to improve your teamwork:

- Particularly when working in a group, it is worth thinking about how to tackle a problem rather than just charging off and doing it.
- By all means take time to discuss issues and concepts. Then develop a plan to deal with them and ensure that the plan is fully implemented.
- Use body language to show your interest in discussions and your energy for the team goals.
- See any problem in the team as an opportunity for everyone to learn. Poor performance should be dealt with so that it isn't repeated, but this can be done in a supportive way.

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