

Marketing Sample
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.

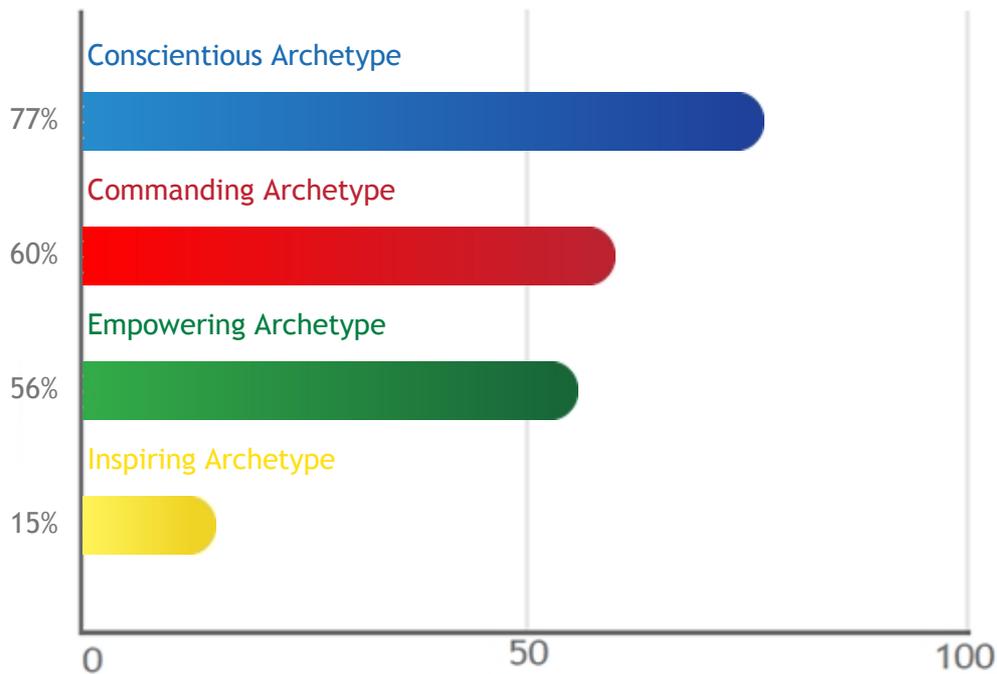
Be open to the feedback in this Portrait - it is intended to help you make positive changes.

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.

How you use the four archetypes

Your four archetypes:



Conscientious Blue is your most used colour. You tend to be very serious when you are working and it is hard to distract you from the task. You can manage your time efficiently to ensure you meet your deadlines. Your second colour energy is Commanding Red and it is not far behind your first. You have a very driven way of working and you like to encourage those around you to keep up with the pace you set. You like using your logic to analyse problems in a rational manner. Your third colour archetype is Empowering Green. You hold the vital role of negotiator within the group as you know the value of compromise. You prefer to avoid the limelight and provide support in the background. Your Inspiring preference is your lowest of the four.

You primarily use your blue archetype



Your key blue strengths are:

- You trust the written word more than the spoken word
- When you make commitments you work hard to deliver on them in a timely fashion
- You are highly self-sufficient, but that doesn't stop you enjoying the company of big groups of people

Sometimes you may use too much blue:

- You can be inconsistent in being uptight with some time schedules, and dangerously loose about others
- Interacting with large groups too often can be draining for you

Sometimes you may underuse your blue:

- Sometimes you over complicate things and others may see this as a lack of common sense
- Sometimes you become complacent and follow tradition

More on your blue archetype:

Your measured approach is very helpful when it comes to setting targets and focusing 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!).

Marketing, 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.

Your second archetype is red



Your key red strengths are:

- You set challenging objectives and then you achieve them
- You like using your analytical skills to prove your point

Sometimes you may use too much red:

- You sometimes have difficulty striking a balance between being too controlling and too withdrawn
- You risk losing quality in your zeal to stick to timescales

Sometimes you may underuse your red:

- You don't like being challenged in a competitive manner
- You have a tendency to work around an issue rather than address it head on

More on your red archetype:

Marketing, you take great pleasure in working passionately and purposefully towards your goals. It is not uncommon for you to set yourself very ambitious targets that may be way beyond what others think could comfortably be achieved. However you have no problem really stretching yourself to hit the high standards you have set.

You rarely have a problem persevering when the pressure is on. You will probably agree with Thomas Edison (the inventor of the light bulb) who once said "Genius is one percent inspiration and 99 percent perspiration - I never did anything worth doing by accident, nor did any of my inventions come by accident. They came by work." You believe in sweat and hard work and will probably become irritated with any colleagues that do not have a strong work ethic.

Marketing, you may well be known as someone willing to ruffle a few feathers and even compromise on quality in order to hit the deadline. In the final analysis, finishing the job and achieving your goals are very important to you and you do not suffer fools gladly. You will have little time for those that do not share your ambition and drive.

Your third archetype is green



Your key green strengths are:

- You work hard to create harmonious relationships
- Your natural inclination is to listen to others before sharing your opinion

Sometimes you may use too much green:

- You can find it hard to talk about your own achievements
- You find it hard to raise contentious issues and you tend to avoid conflict

Sometimes you may underuse your green:

- You do not always enjoy cooperating with others
- Sometimes others find you dismissive of their feelings and lacking in compassion

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 yellow



Your key yellow strengths are:

- While you greatly enjoy spending time with others, you are careful not to require those interactions to motivate you

Sometimes you may use too much yellow:

- You can have difficulties finding a consistent behaviour between overexcitement and a lack of interest
- There are times when you look so far ahead you ignore immediate problems

Sometimes you may underuse your yellow:

- Challenging tradition can make you feel uncomfortable
- You sometimes try to interpret events without a full understanding of the situation

More on your yellow archetype:

You have trouble conveying positive feelings to those around you and you don't see yourself as a very inspirational person. You are not a talismanic leader, you are rather more self-contained when it comes to your personal feelings.

You get very stressed when you have to work in a fast paced and active workplace. You prefer to work at a sedate pace in a quieter environment. This can make you act in a very withdrawn and self conscious manner.

You also have trouble when it comes to persuading people around you to commit to your ideas or follow your vision. This boils down to the way you keep your feelings hidden inside. Enthusiasm is infectious; if you feel it, others will feel it too.

Recommendations to increase your 4 archetypes

Conscientious Blue

- Remember that sometimes the simplest solution is the best one
- Be willing to work with tried and tested methods and avoid the temptation to reinvent the wheel

Commanding Red

- Aim to be less modest about your achievements.
- Endeavour to stand up for your ideas even when people challenge them

Empowering Green

- Be more acknowledging of the contributions and strengths of others
- 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

Inspiring Yellow

- Consider balancing traditions into a changing world
- Don't restrict the possibilities for new ideas by immediately judging or censoring

Recommendations to temper your 4 colours

Conscientious Blue

- Try to trust other people and their ideas, even if you do not have all the evidence to prove they will work
- Use your scepticism to encourage healthy debate, but know when to back down and allow other people's good ideas to have their day

Commanding Red

- Consider other people's feelings when delivering difficult messages
- Try to temper your need for order by being sensitive to the needs of others

Empowering Green

- Understand that you cannot please all the people all of the time - be willing to balance your natural empathy with some courage and backbone
- Make an effort to air your views - you may be surprised to find others share your perspective and are grateful to you for speaking up

Inspiring Yellow

- If there is a simple solution that meets all your needs, use it
- Sometimes taking time over an action can save a lot of time in the long run

Your eight aspects on the Spark Mandala

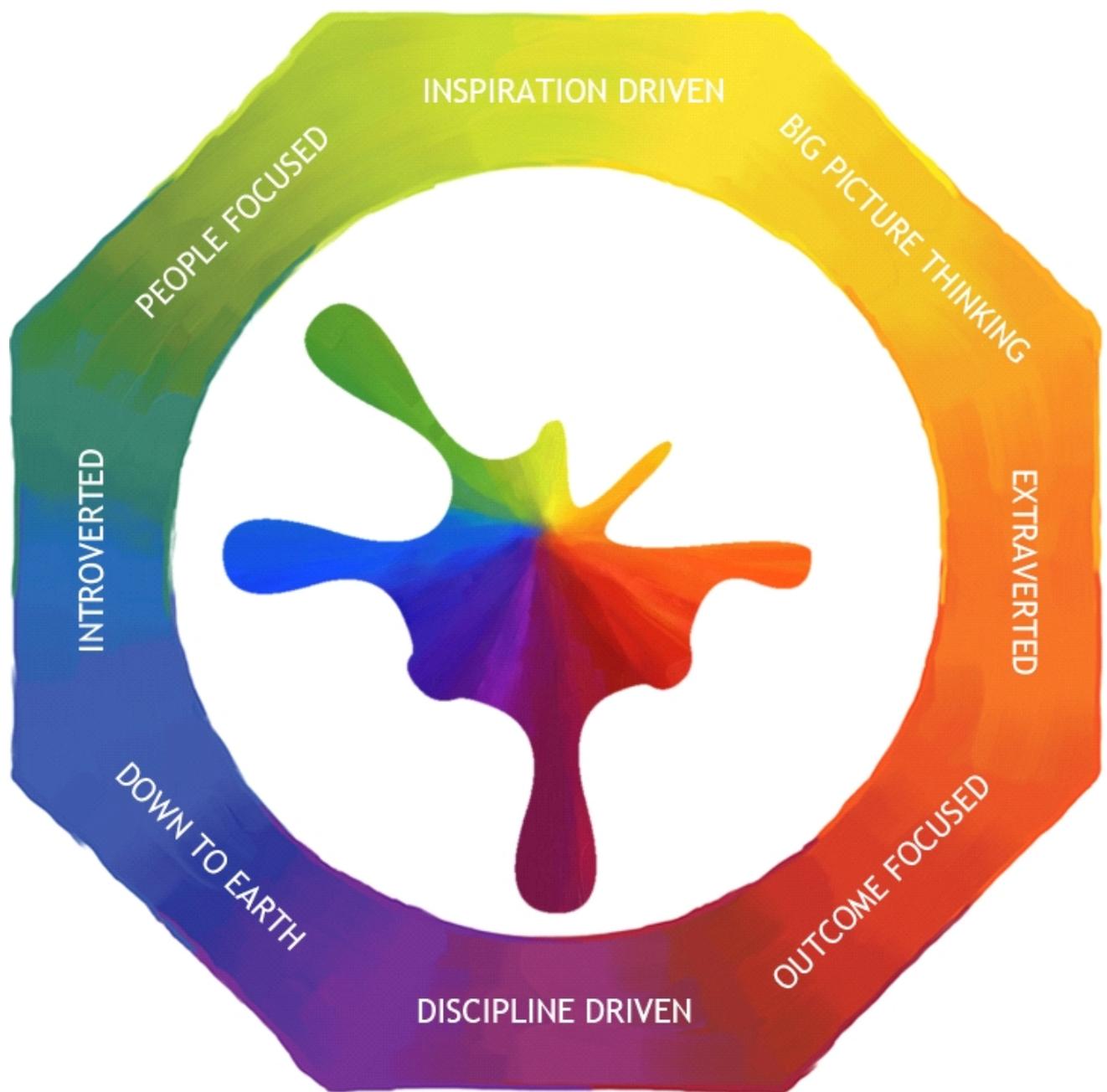
Marketing, on your colour Mandala you can see eight aspects of your behaviour:

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.



(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".

Marketing Sample - Your Spark Mandala



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Your Inner Spark

When a heated discussion turns vitriolic there can be catastrophic consequences for a group dynamic. You are highly aware of the destructive potential of conflict, and tend to bring out your innate sense of diplomacy when you feel a dispute is getting out of hand.

You like to establish harmonious relationships, and often find yourself thinking of ways to build bridges between people that do not get along. Your natural desire to accommodate others makes you an ideal team player, as you always try to find ways to bring out the best in each team member. You are known to provide good customer service to partners and customers.



Your Inner Spark

You are adept at putting these skills to good effect, in order to ensure the people factor is taken into account in decision-making. This helps you balance the need for a tough stance with a perspective of the world through a people lens.

Though you tend not to resolve an issue in an outright confrontation, you often try to repair relations from behind the scenes. While some may not notice your efforts, the more observant members of your team will appreciate this. Your desire for harmony may manifest itself sometimes as an unwillingness to say No, and this could lead to over-committing.

You are regarded as one who takes their responsibilities very seriously. You are a highly reliable person; others know that you always stand by your promises. You will very rarely be late and think poorly of colleagues who cannot manage basic punctuality themselves.

You do not give your commitment lightly and expect to be taken seriously when you do give it. When a request is made of your time, you will consider carefully what you are committing to and make a conscious choice whether to accept the request, or enter into further dialogue. When you are sure you can give your time, you will do absolutely all you can to meet the deadline. You stand squarely behind what you commit to do and will use all your self-discipline to ensure the commitment is honoured.

As a dedicated and diligent worker you take the management of your time seriously. You know good time management is fundamental to ensuring you are in a position to deliver. You value your reputation as a reliable person and feel very motivated to keep it.

You tend to come into conflict with those who like to leave things to the last minute. You get frustrated on a personal level if something stops you from delivering, even if it is due to events clearly outside your control. It may be an issue that you are so unwilling to break commitments that you become very stressed when a deadline suddenly changes or new circumstances arise. Usually this is not a problem for you however, as you take every opportunity to minimise the risk of this happening in the first place.

Your Inner Spark

Communication

You like to ensure that everything on the agenda is covered during a discussion.

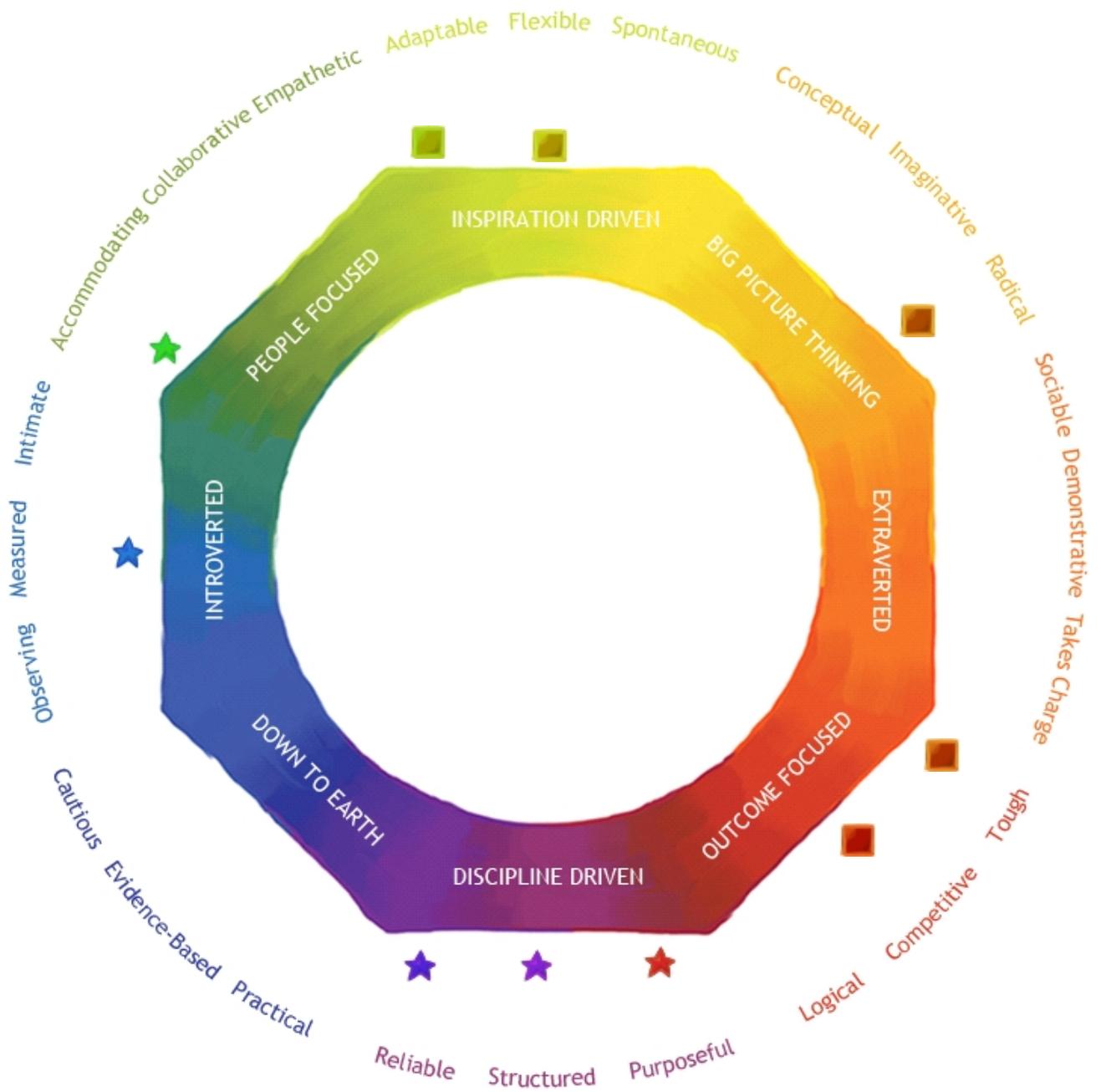
You prefer to think before you speak because you only like to share well formed and thought-through ideas.

In a discussion you will designate tasks to individuals and you then like to talk to each person separately to clarify things.

Leadership & Working With Others

A common first impression that others have is that you are quite a serious person when it comes to your leadership style. The work environment that you create is quite a contained one and people who work with you know that you prefer it when people keep a professional demeanour. You try to keep your expressions of emotion self-contained whilst you are working and you know there are other times and other places where you can express them.

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.

Your strengths and possible weaknesses

Marketing, your natural strengths are:

- People see you as a negotiator and you often find yourself mediating conflicts which arise in the workplace. In these situations you can find the middle ground and avoid ill-feeling building up between colleagues.
- You have a very driven mode of working. You push yourself and those around you very hard to meet tough deadlines. You do this to test yourself and to try and get the best out of your team.
- You keep your emotions well in hand. There are occasions when you feel strongly about an issue but you know that there is a time and a place to express your feelings. You prefer to wait for the right moment before letting them be heard.

Here are some of your possible weaknesses:

- When you are completely focused on fulfilling your commitments it is very hard for you to allow room for spontaneous decision making. This can lead you to have trouble seeing the big picture, and you can have too many conflicting commitments in mind to make clear judgments.
- Some people are unable to work well with your high-energy communication. They prefer to communicate in a less exuberant manner and you can get frustrated and withdrawn if asked to modify your communication style. Your frustration can lead others to perceive you as a very serious person and it can sometimes stifle your expressive nature.

Some suggested methods of development:

- Even when you have made a firm commitment to achieving a set task, you should remember that unexpected events can occur. When you are prevented from meeting a deadline you should avoid being overly self-critical. Instead accept that you did the best you could and that is all anyone can ask.
- When organisational policy becomes a barrier to completing your goals, you need to work around that policy. It is sometimes more important to get things done than worry what bureaucratic 'red tape' you are crossing.

Two quotes to inspire you

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

Meeting someone halfway requires a journey by both parties, but you are more than willing to take the first step. Negotiation and compromise are two of the most important things you have to offer. If everybody refused to reach an accord then very little would get done. You agree with this sentiment and you are skilful at negotiating peaceful resolutions.

It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change. - Charles Darwin

Sometimes things go wrong, no matter how carefully you plan. When this happens you have to decide between sticking with the old and familiar or changing the way you do things. Whilst you might not be comfortable with change, you risk getting behind schedule, clinging to your notion of how things were supposed to go instead of facing the reality of how things are.

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



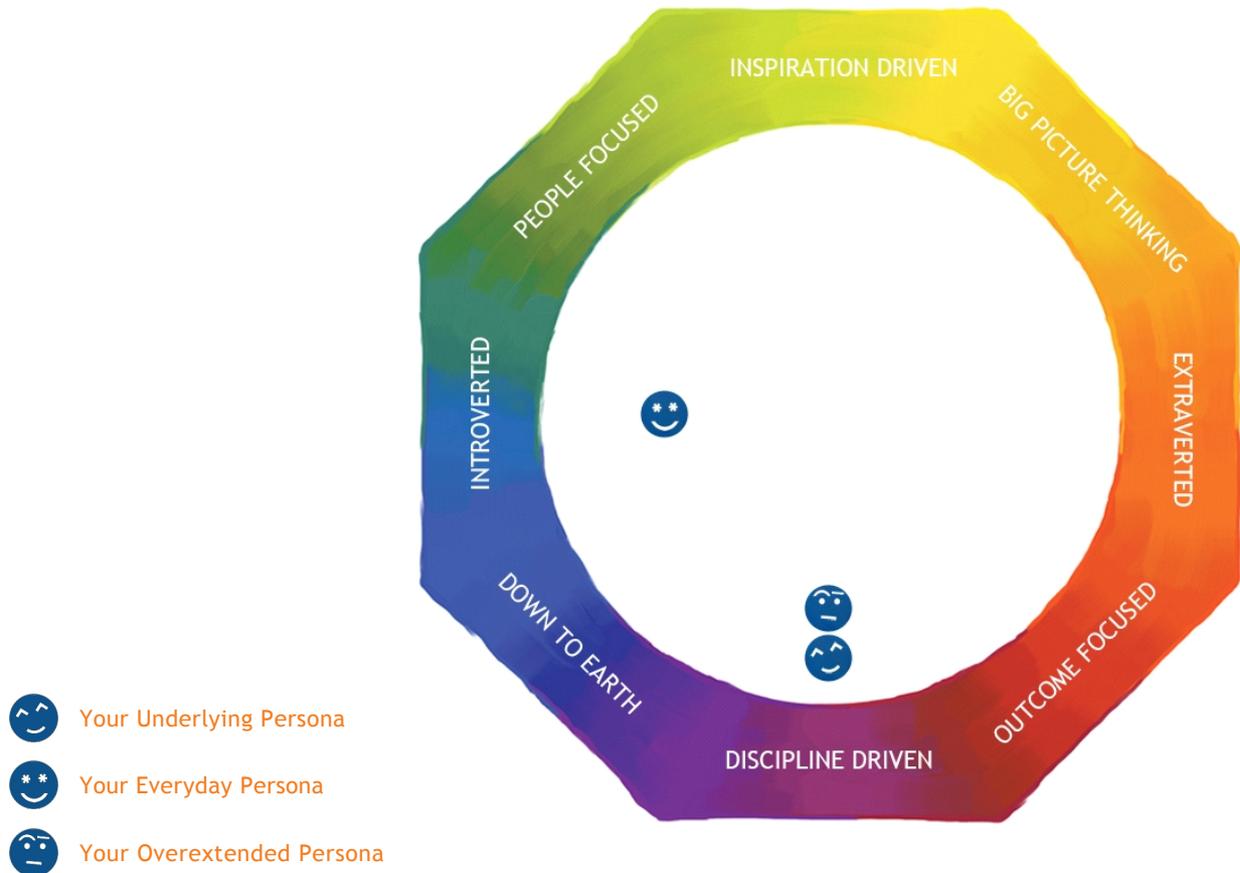
Your Overextended Persona

- 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

- Marketing, you have a preference for using Discipline Driven Blue blended with Introverted and People Focused energy
- Marketing, you most often use Introverted Blue blended with People Focused and Discipline Driven energy
- Marketing, when your overextended persona emerges you may notice that you use more Discipline Driven Blue blended with Introverted and People Focused energy



Your Three Personas



Your Underlying Persona

Marketing, you have a preference for using Discipline Driven Blue blended with Introverted and People Focused energy

You prefer to look at conflict resolution through negotiation and diplomacy. You like to avoid the most direct (and potentially blunt) approach and instead focus on the solution that will lead to long term harmony. You like to stick to your word. Keeping your promises is an important thing for you. You prefer it if you can take time to consider how new commitments will affect your existing workload before you agree to them.



Your Everyday Persona

Marketing, you most often use Introverted Blue blended with People Focused and Discipline Driven energy

You don't enjoy taking a 'back seat' role in an organisation. However in the absence of opportunities for you to take centre stage, you are quite adept at supporting people from the shadows 'offstage'. You don't particularly enjoy influencing groups and taking charge of the situation, but there are times when people look to you for guidance and direction. Because of this you have developed your ability to lead effectively, as well as occasionally speaking out more than you would do normally.



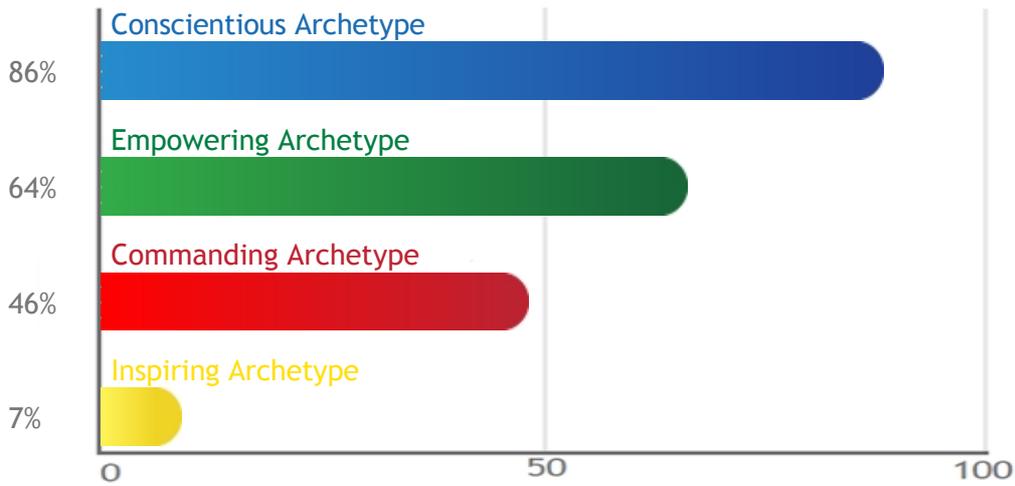
Your Overextended Persona

Marketing, when your overextended persona emerges you may notice that you use more Discipline Driven Blue blended with Introverted and People Focused energy

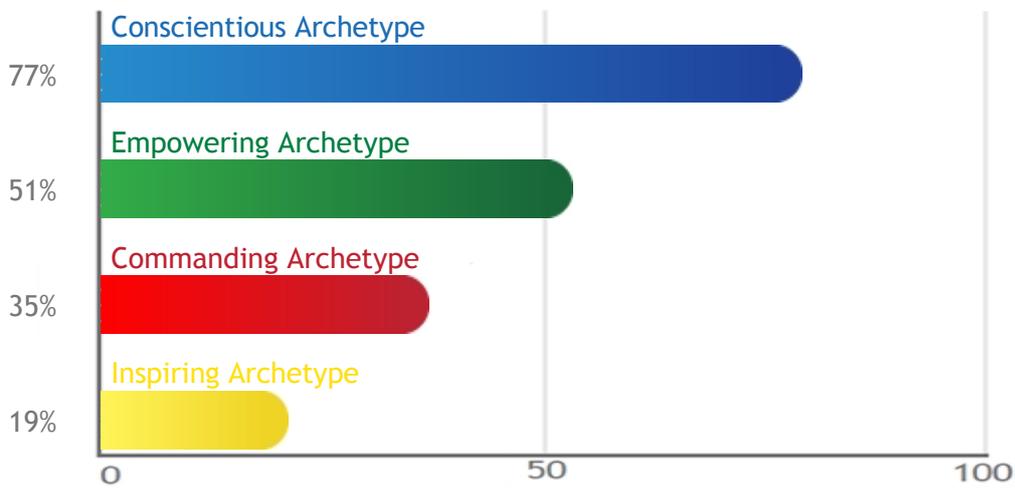
You don't make a personal commitment to complete something very often but when you do it is normally because someone has put you under great pressure. You can then become so obsessed with keeping your word that you ignore everything else. It is rare for people to think of you as 'bubbly' and optimistic but you can become enthusiastic under heavy pressure. You can refuse to acknowledge reality and try to put a positive spin on everything and label it a 'can do' attitude.

Archetype by Persona Overview

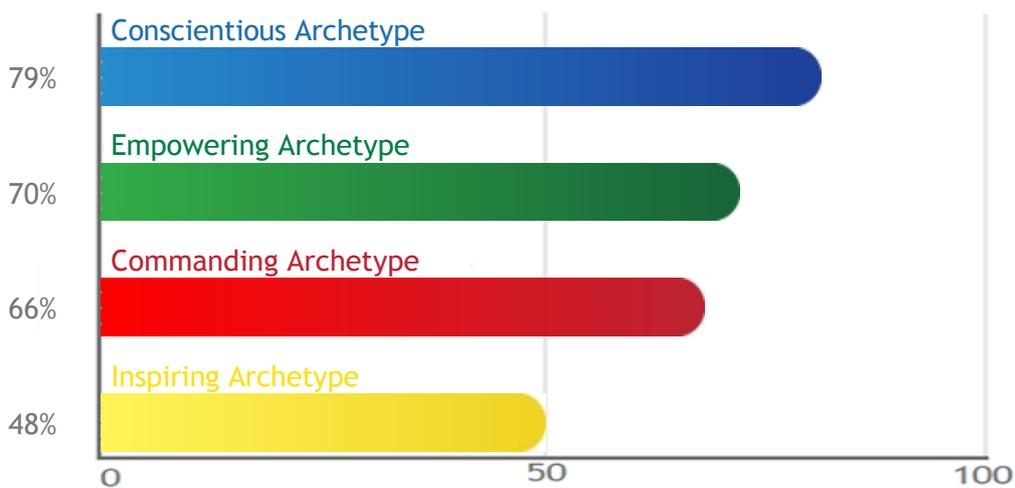
Underlying



Everyday



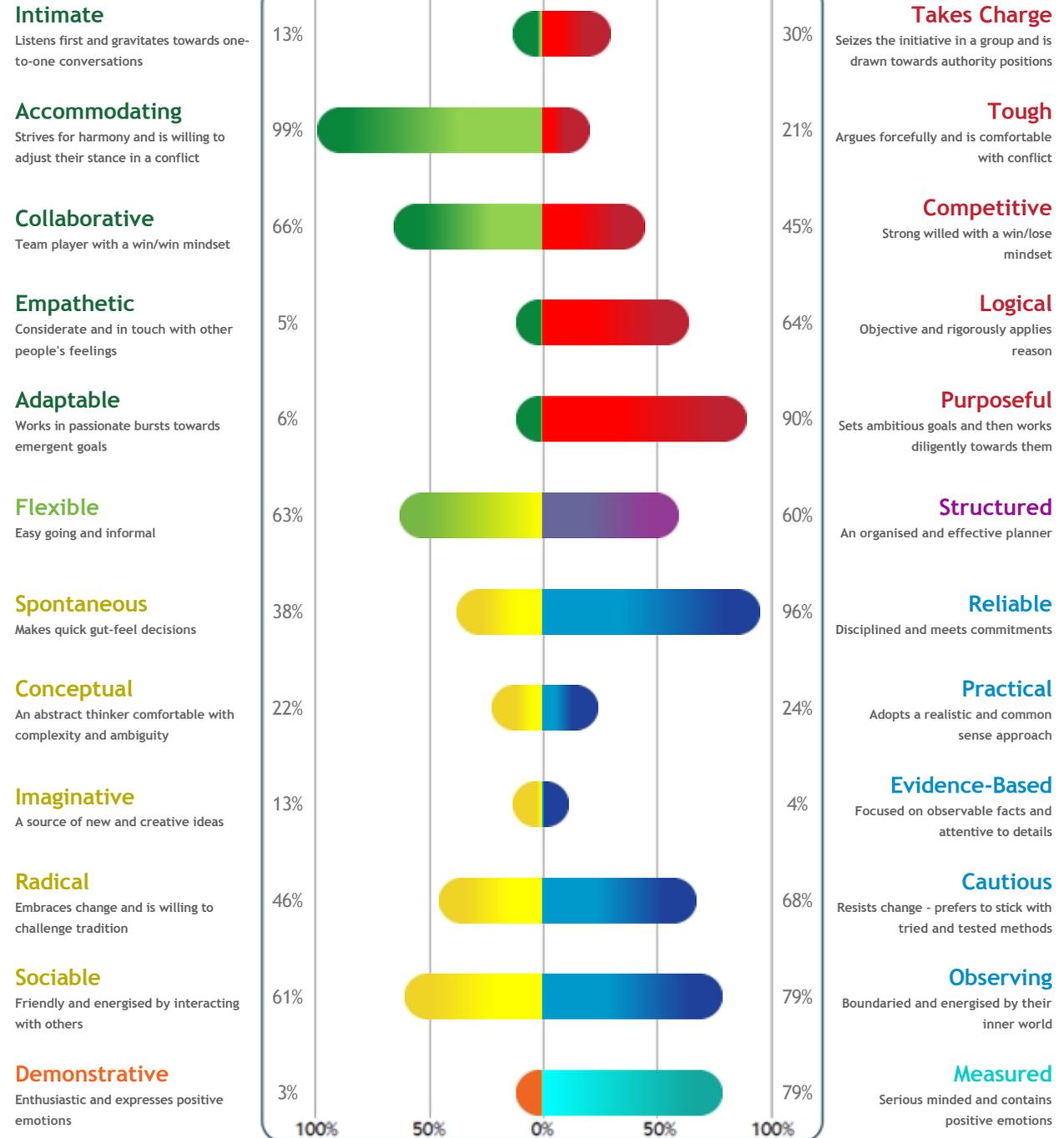
Overextended



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.



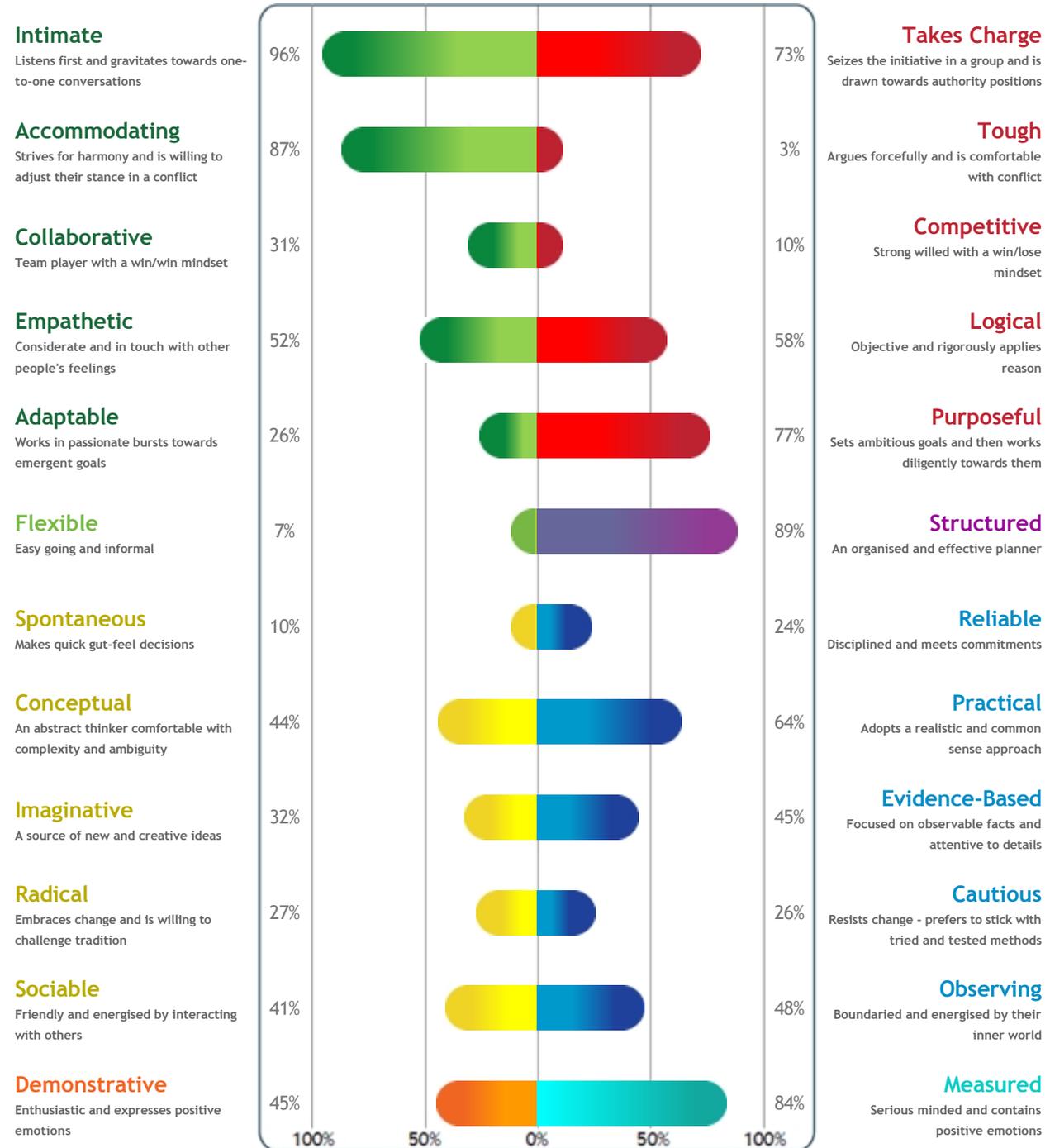
Your Everyday Qualities



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.



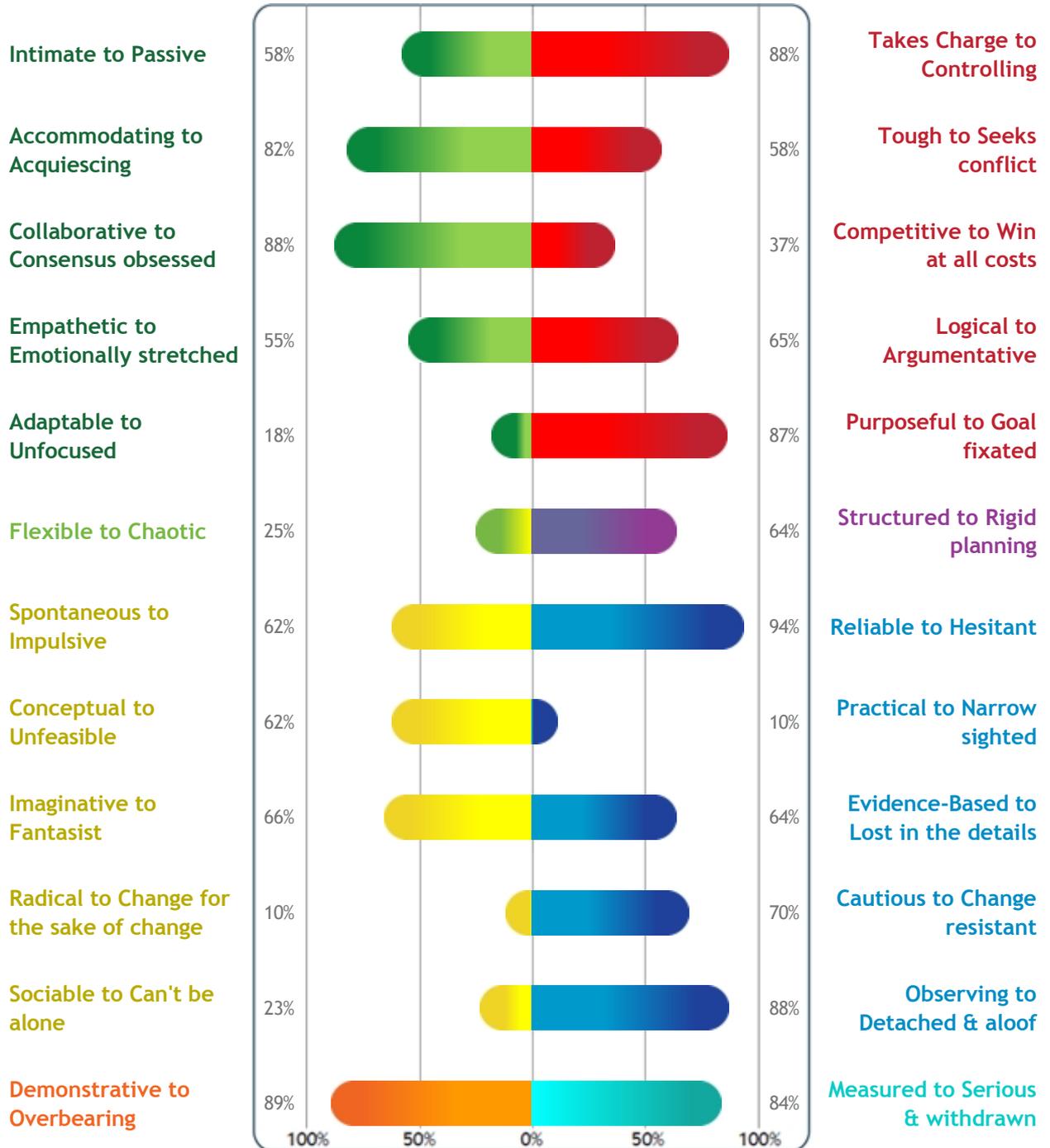
Your Overextended Qualities



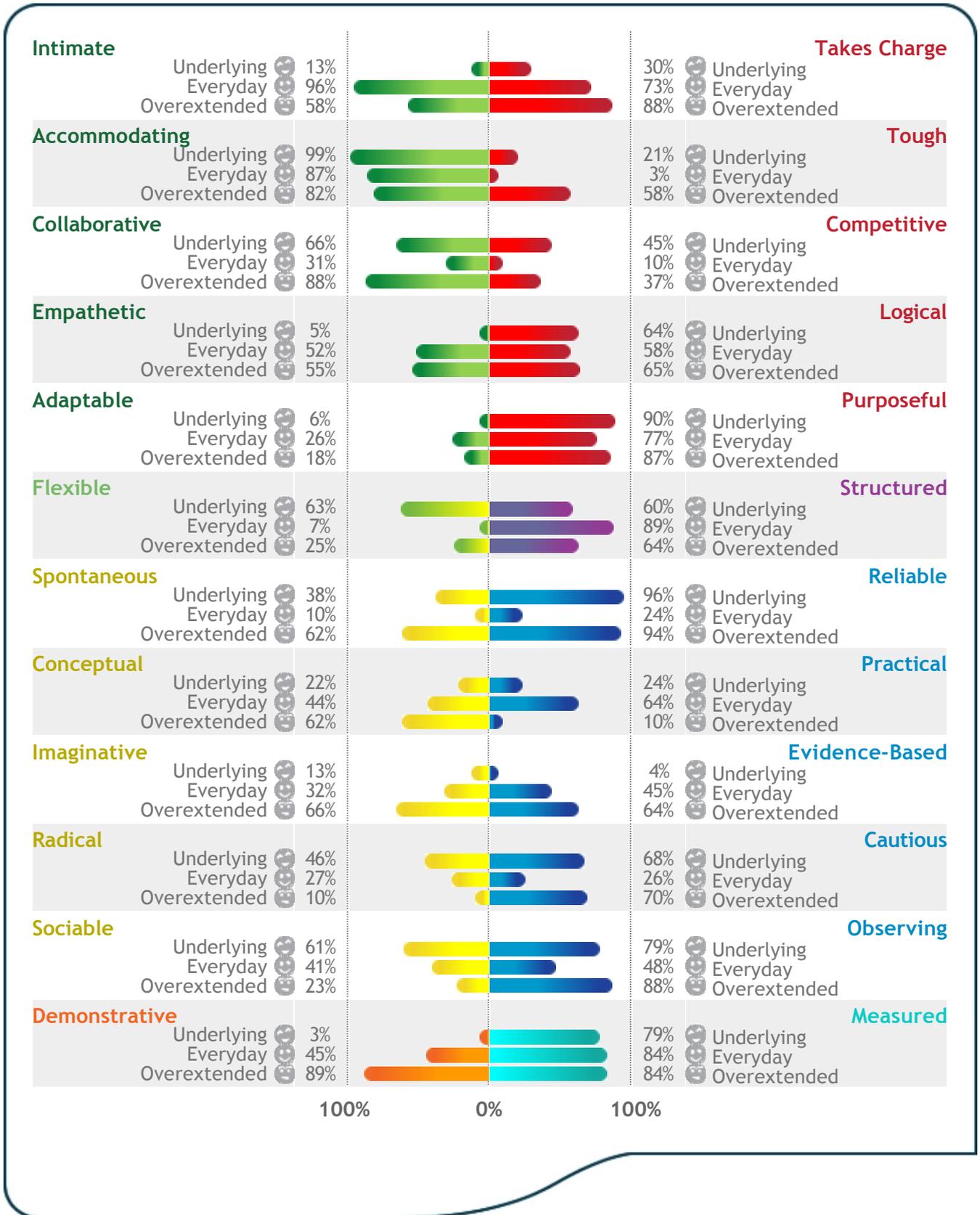
The 24 qualities that make up your overextended persona



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



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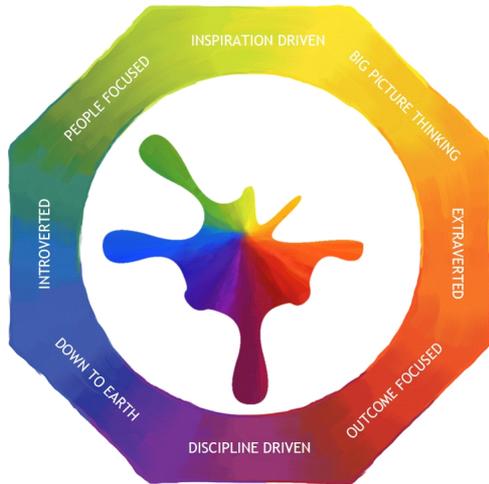
Valuing Diversity

Recognising your psychological opposite

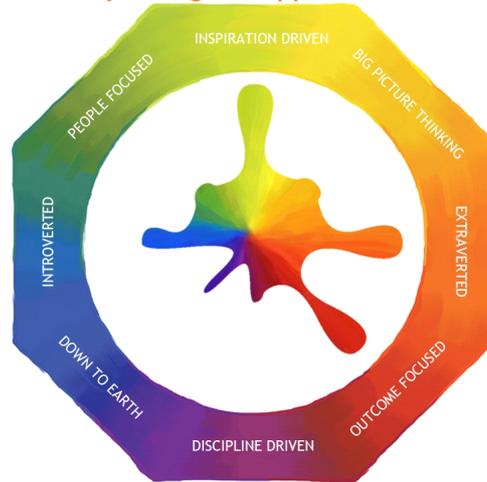
Marketing, everyone has encountered people whose personas are the opposite of their own...

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 you have trouble keeping an open ended perspective on your goals. Your opposite can help you to deal with unexpected circumstances and incorporate them into the final target. On the other hand, you and your opposite could encounter problems because you like to seek compromise and balance whilst your opposite is likely to take a less circumspect approach and might appear insensitive.

Working with your Opposite

What is good about working with your opposite:

- When you are unhappy about something, your opposite can help you to open up and resolve it as quickly as possible. Without this forthright approach, unspoken issues can simmer away. Your opposite will always be happiest when you are straight with them.
- You have difficulty working in a dynamic, changing environment but your opposite is very skilled at this. They can help you adjust your plans on the go so you don't have to go back to the drawing board.
- Your opposite is very good at keeping you motivated and positive about your ability to achieve your goals. Without this encouragement you might find it hard to stay optimistic in the face of setbacks.

Some problems you might encounter:

- Your desire to fulfil your targets can put unrealistic time pressures on you and your opposite. They may disagree with your priorities when it comes to accepting these commitments in the first place.
- While you like conversing in a rapid and active manner, this can be very irritating for your opposite who believes that meaning is better conveyed with a less energetic style.

Some ideas to build your working relationship:

- When you are both under pressure you may recognise that your opposite seizes opportunities more freely in comparison to you. If you can create some leeway in your commitments to make room for new prospects they would appreciate your more dynamic approach.
- Don't try to impose your optimistic and positively charged communication style on your psychological opposite. They will not respond well to it and may become withdrawn and unresponsive.

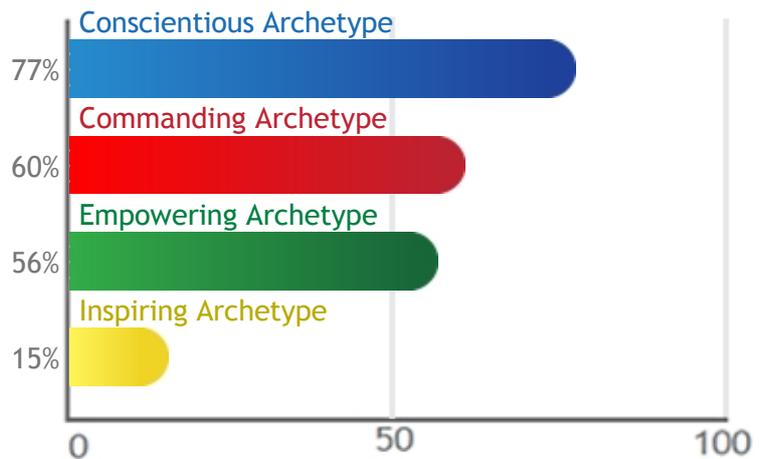
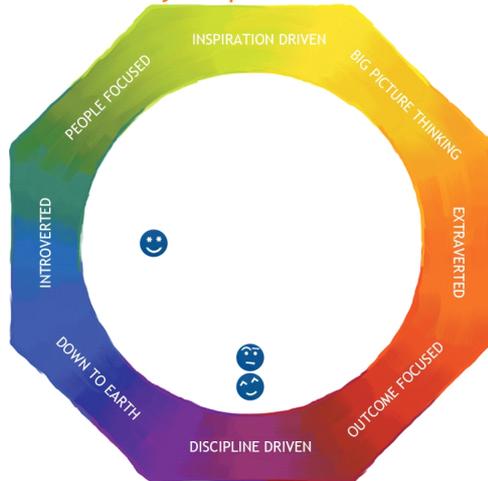
Seeing Yourself in Others

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 able to find compromise. Therefore you can avoid unnecessary conflict and maintain harmony between you. Then again, here is an example of how you and your mirrored self might have trouble working together. You can be seen as a pair of 'cold fish' which can make it hard for you to integrate into a group of less reserved people.

Working with your Mirrored Self

What is good about working with your mirrored self:

- People see you and your mirrored self as skilful at calming down conflict and reducing negative fallout. You can each work with one side of a dispute before bringing everyone together again and resolving things in an open floor discussion.
- Neither of you is likely to let your emotions run wild. This means that you can be relied upon to maintain a professional attitude and remain generally unfazed no matter what is going on around you.
- When it comes to setting goals you are both extremely ambitious with your targets. You strive to push each other further and further. This can be extremely productive and provides an excellent example of dedication and purposefulness.

Some problems you might encounter:

- Once you and your mirrored self have made a commitment you can both become intractable and have trouble adjusting to situations that threaten your deadlines. You can both end up pushing yourselves very hard and relying on last-minute pressure in order to achieve your goals.
- You are both very positive and active people, and together you risk overwhelming your more reserved colleagues. When you are under immense amounts of pressure you and your mirrored self can suddenly lose all your positivity and become highly contained. This can lead to a breakdown in communication between the two of you when dialogue is needed the most.

Some ideas to build your working relationship:

- Sometimes the best thing to take away from a shared failure is the knowledge that you gave it everything instead of worrying about things left unfinished.
- Sometimes you and your mirrored self can go a little over the top with your enthusiasm. You risk unnerving your colleagues who don't know how to respond to your large amounts of positive energy.

Your Communication Preferences

How you prefer to communicate with others:

- Your preference is to withhold your own opinions and listen to others before sharing, in order to avoid causing offence.
- You prefer to communicate in writing, as you feel the documentation removes the possibility of being misunderstood.
- You prefer to focus discussions on only the project you are trying to complete. You do not like to become distracted and led off at a tangent.
- When talking about responsibility and other similar topics you tend to have a very serious demeanour.

How you like others to communicate with you:

- You appreciate people being open when communicating with you because this is how you communicate with others. You feel that only with full disclosure can you work well with someone and ensure success.
- You appreciate people who take you seriously whilst still allowing you to reflect on situations and report back in your own time.
- In a group discussion you like others to show drive and determination. You value people who have useful suggestions, such as ways to streamline the process.
- You like others to show they are as reliable as you by keeping their word and meeting commitments. You find working with these people easy and fruitful.

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

- You dislike people who only focus on the targets and dismiss the needs of those in the team. To you, how the team feels is just as important as the targets themselves.
- It annoys you when people dismiss valuable evidence, whether it's data or opinions. You feel that everyone deserves a say in a conversation, so that all information can be considered carefully.
- You are bothered by people who waylay you with suggestions and ideas. These can prevent you from meeting deadlines and stop you working as efficiently as you would like.
- You like firm commitments to the time and place for a meeting. You are irritated by those who take a flexible approach to time management.

Here are some suggestions to improve your communication with others:

- Don't let other people mistake your commitment to being reliable for indecisiveness. Make sure that you communicate to them your need to take time to make up your mind.
- Not everyone wants to be drawn out of their shell. Some people communicate best when you give them time to gather their thoughts, and express themselves in a more composed manner. Be sensitive to their communication style as it will benefit the team in the long run.
- Sometimes the best approach is an evolving one. Accept that, whilst you may prefer a definitive goal and plan, your environment may dictate that a more fluid set up is needed. Know what will firm up the goal and be prepared to focus when key decisions are taken.
- Sometimes you will need to say things that will not be popular. Prepare well before giving difficult messages and think about the likely reactions of your audience. However, whatever changes you make, it is important that the message is still clear.

Creating a High Performing Team

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

- You think about the needs of each team member and you take care in your choice of words and actions to avoid offence or misunderstandings.
- You have a reputation for doing whatever is needed to get the job done. This can give a lot of confidence to a team that they will be able to achieve their objectives.
- You are good at maintaining focus on the issues at hand. Group work needs this skill, especially where there are a number of people who can take the discussion off in other directions.
- Your organisational skills can be extremely useful for teams at every stage of the project. They can help determine who is going to do what, and to plan when and where. Your skills can also keep meetings regular and help monitor the plan.

However sometimes you may overplay your strengths:

- 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.
- 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.
- If you take charge of everything you may end up with no one else feeling like they have any accountability or even responsibility. It can also harm your interpersonal connection with individuals.
- Being self-contained and self-sufficient can mean that you don't try to get to know your team-mates on a personal level. You may not therefore work as effectively as you might with others.

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

- You sometimes avoid dealing with issues of poorly done work as you don't want an argument. By avoiding conflict you may be allowing poor work to continue.
- Your need to control a team's focus can prevent new or creative solutions emerging.
- Sometimes you avoid using humour in conversations with others, where a little light heartedness would probably help.
- Your inability to make quick decisions can result in your contributions being lost when working with others.

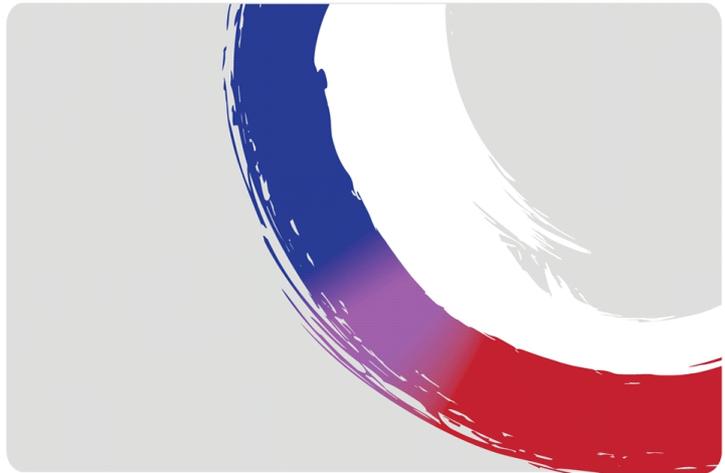
Here are some suggestions to improve your teamwork:

- You need to learn to work with others' ambiguity. There will be times when things cannot be tied down and you should concentrate on the areas that can be defined.
- Know your audience and respect the needs of your fellow team-members. It is just as important to hear others' points of view as it is to encourage others to yours.
- Be assertive when delegating to others. Explain why someone else is the best person to do the job. Try to divide the work consistently with people's time allocated to the team.
- 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.

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