



John Sample  
**Lumina Spark Portrait**  
Inspirational and Practical Personal Development

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# Welcome



Welcome to your Lumina Spark Portrait.

Your Lumina Spark Portrait is a personalized psychometric assessment which aids you in exploring your unique personality, increase self-awareness and adapt behaviours to improve personal and professional relationships and teamwork.

Unique to each participant, this Portrait provides a colourful and personalized framework for better self-understanding as Lumina Spark expands beyond the four colours and introduces you to your qualities and personae that factor heavily in your day to day life.

The facilitated feedback process highlights individual diversity, indicates key strengths and addresses potential blind spots. You will appreciate the three levels of your own personae and be able to relate to others based on your new understanding of self. We will end off with personalized goal setting that will help you be more productive in your organization and industry.

With very best wishes for your success,

A handwritten signature in cursive script that reads 'Janice M Parviainen'.

Janice Parviainen

# 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.

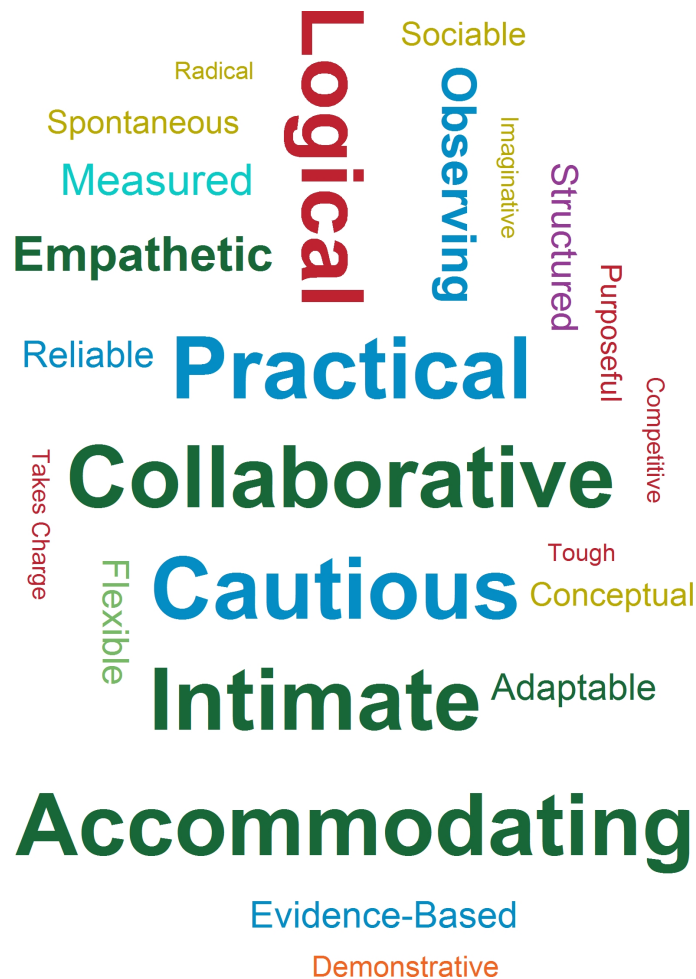
Focus on the observations in this portrait that you think can really help you develop. View this as an opportunity to work on improving yourself.

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

You have a strong preference for working with individuals on a one-to-one basis, rather than becoming involved with the team as a whole. In a team you usually do not feel the need to take an overt leadership role and are quite content to work quietly as a valuable team player.

You truly value establishing strong personal links with others, and this desire makes you an excellent confidant. In a work context you find you work more productively with those whom you have built a strong rapport.



## Your Inner Spark

You have excellent listening skills, and this benefits you greatly in gathering information and making the right choices. You know that others are more likely to come to some agreement with you if they feel you have heard and understood their viewpoint. This also benefits you in broadening your own perspective and preventing you from jumping to conclusions.

You often feel out of place in a group until you have made some personal connection with at least one person, and find that your way into a group is often to engage in a number of closer personal relationships. You would prefer not to be the centre of attention in a group - you are normally quite happy to let others more willing take on the leadership role, except when a leader lacks interpersonal skills! You feel more comfortable in the position of adviser.

John, you are a very prudent and cautious person. You strongly object to leaders who embark on "change for the sake of change" because you are well aware of the hidden costs of such an approach. This makes it unlikely you will ever be carried away with the latest fashion, fad or gadget - you are far too level-headed for that.

You recognise that, when putting together and implementing a plan, a healthy dose of caution and scepticism is not a bad thing. It would take a strong rational argument for you to consider embracing change. Sometimes you feel as if you are the sole voice standing up for a dispassionate assessment of an idea.

Your preference is to stick with tried and tested methods. While grand and ambitious schemes can be engaging and exciting, you try to remind others that throwing caution to the wind frequently ends badly.

While you appreciate enthusiasm, you do not see it as substantive enough in and of itself to warrant support. You know that the road to hell is paved with good intentions. Others may accuse you of being a cynic or a pessimist, but you think these are names given by idealists to pragmatists. You believe that change, if it truly is desirable, should be gradual so that all processes have time to adapt. This belief may sometimes lead others to accuse you of being "stuck in the past" but you find it is better to be safe than reckless.

# Your Inner Spark

## Communication

You always talk to others in a polite, respectful manner. Your responses are measured and show you have logically considered the situation.

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

You prefer to communicate in writing, as you feel the documentation removes the possibility of being misunderstood.

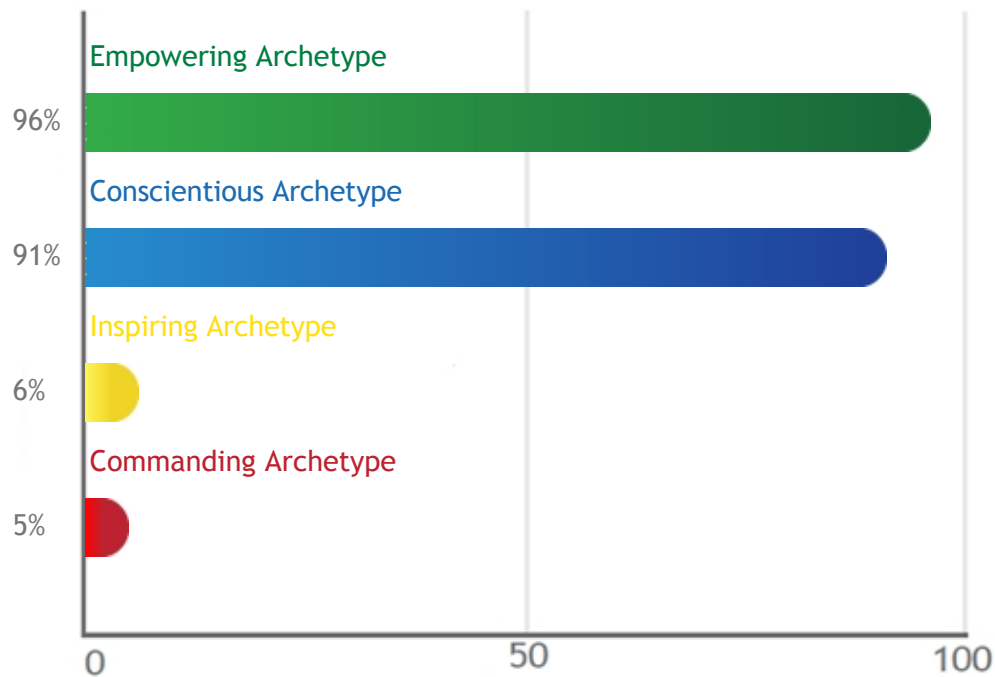
## Leadership & Working With Others

As a leader you like to remain part of the team instead of setting yourself apart. Your win-win mindset means that you view everyone's success as importantly as you do your own. Team unity is the most important thing to you as a leader. You know that when you lead a team working together you can all achieve more than you would as divided individuals. Others often feel empowered by your leadership as you make a point of giving praise to those who deserve it.



## How you use the four archetypes

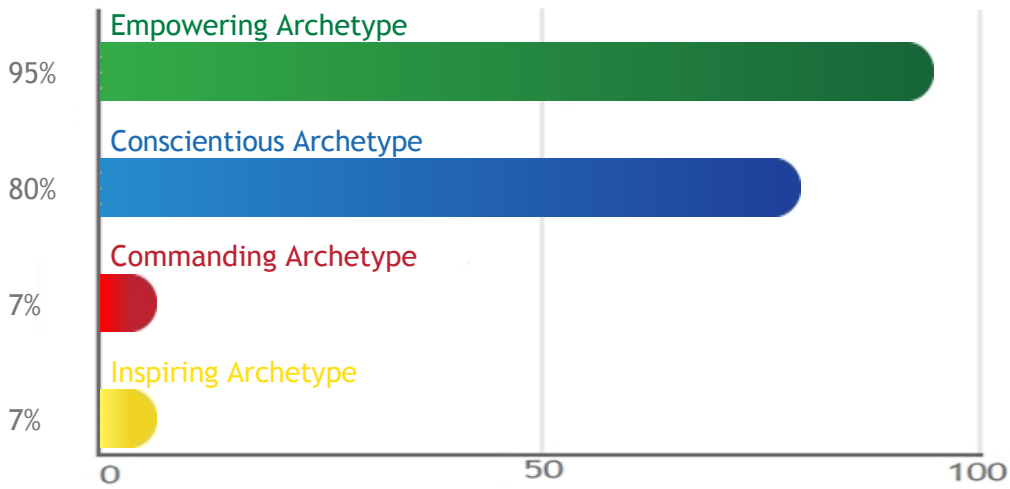
Your four archetypes:



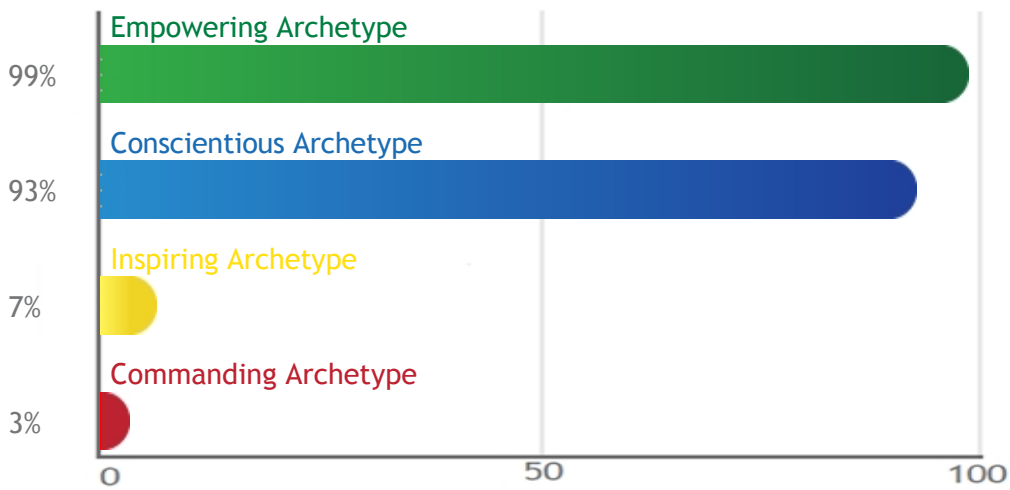
You regularly put out lots of Empowering Green energy. People know that they can always come to you when they want to be heard and understood. This is a good example of your Empowering Green Energy at work. You hold the vital role of negotiator within the group as you know the value of compromise. You also use quite a lot of Conscientious Blue energy. You know the value of thinking before you speak and you are careful to consider your words to avoid being misinterpreted. You don't make any decisions without carefully thinking through the consequences. Your third colour archetype is Inspiring Yellow. You almost never use your Commanding Red energy.

# Archetype by persona overview

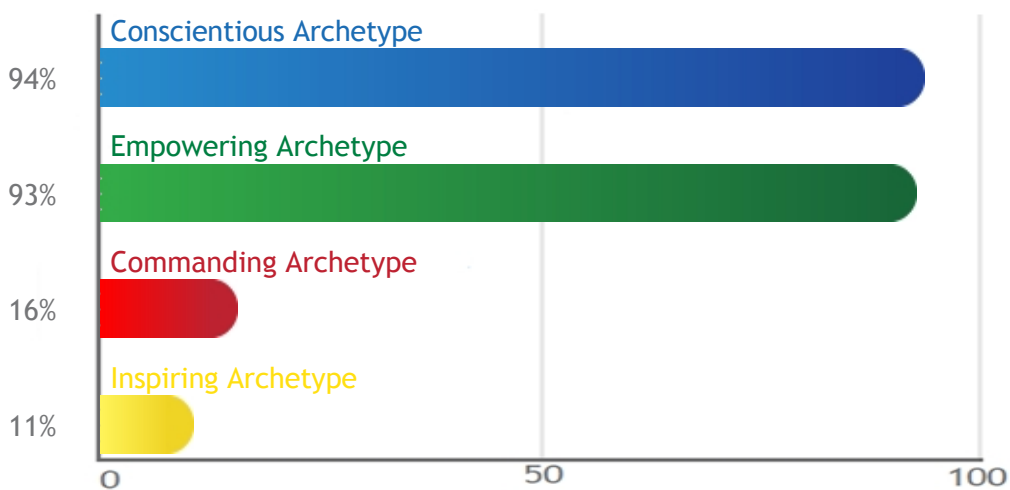
## Underlying



## Everyday



## Overextended



## Your eight aspects on the Spark Mandala

John, 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.

Inspiration Driven

Down to Earth

**Introverted**

Discipline Driven  
Big Picture Thinking

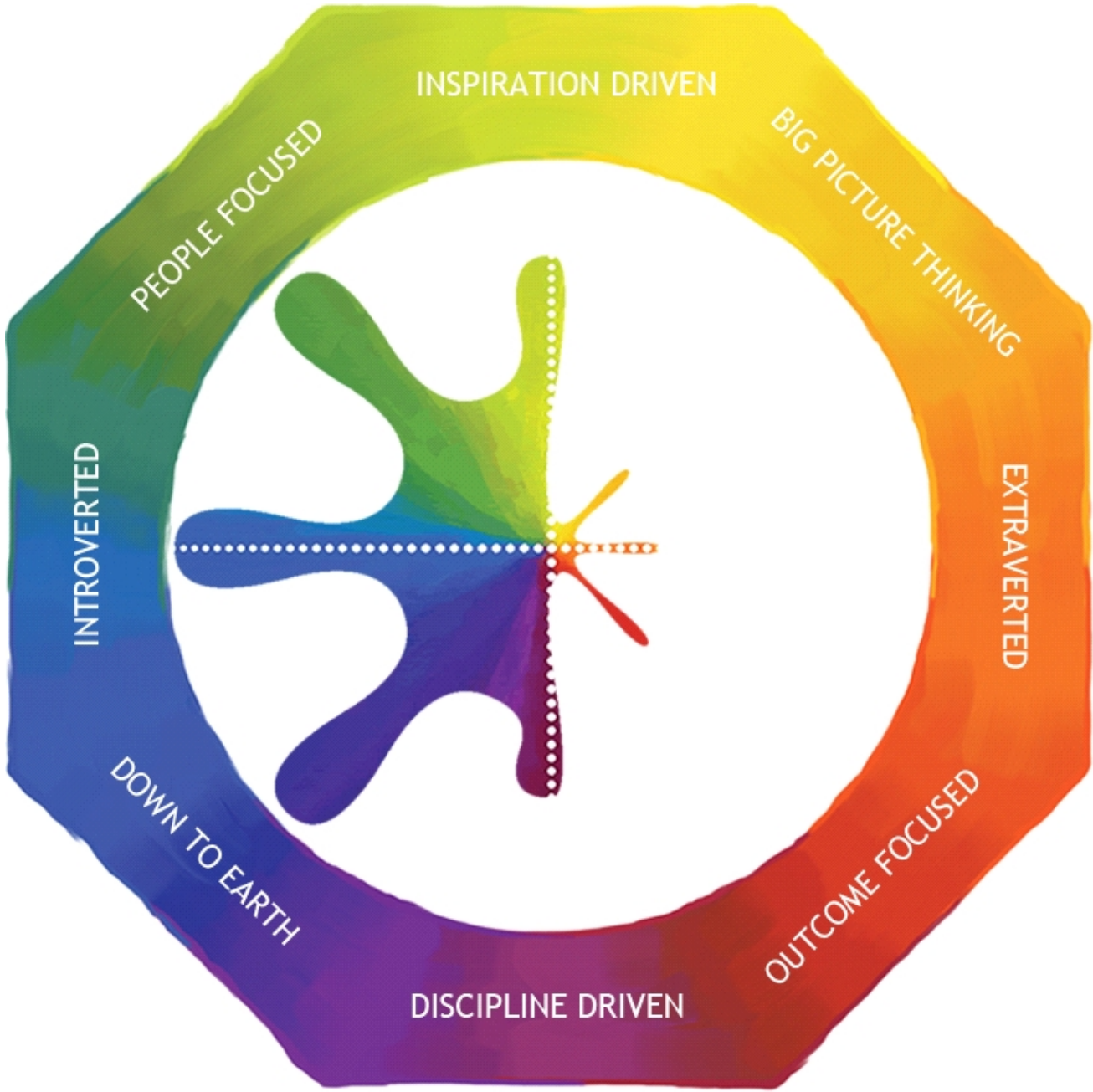
Outcome Focused

Extraverted

People Focused

(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".

# John Sample - Your Spark Mandala



# Your strengths and possible weaknesses

## John, your natural strengths are:

- You are an excellent listener. Not only do you display patience you also encourage others to express themselves. This makes people feel more comfortable and they are more likely to share their ideas and get involved with the group.
- You consider the impact of your words carefully. You take note of everything that has been said and every action that has come before to inform your own ideas. This means that you can have a good idea of how the group will react before you speak.
- You think things through carefully before taking action and, as a result, you avoid making rash decisions. People can rely on you to be the voice of caution in a group and you keep things on an even keel.

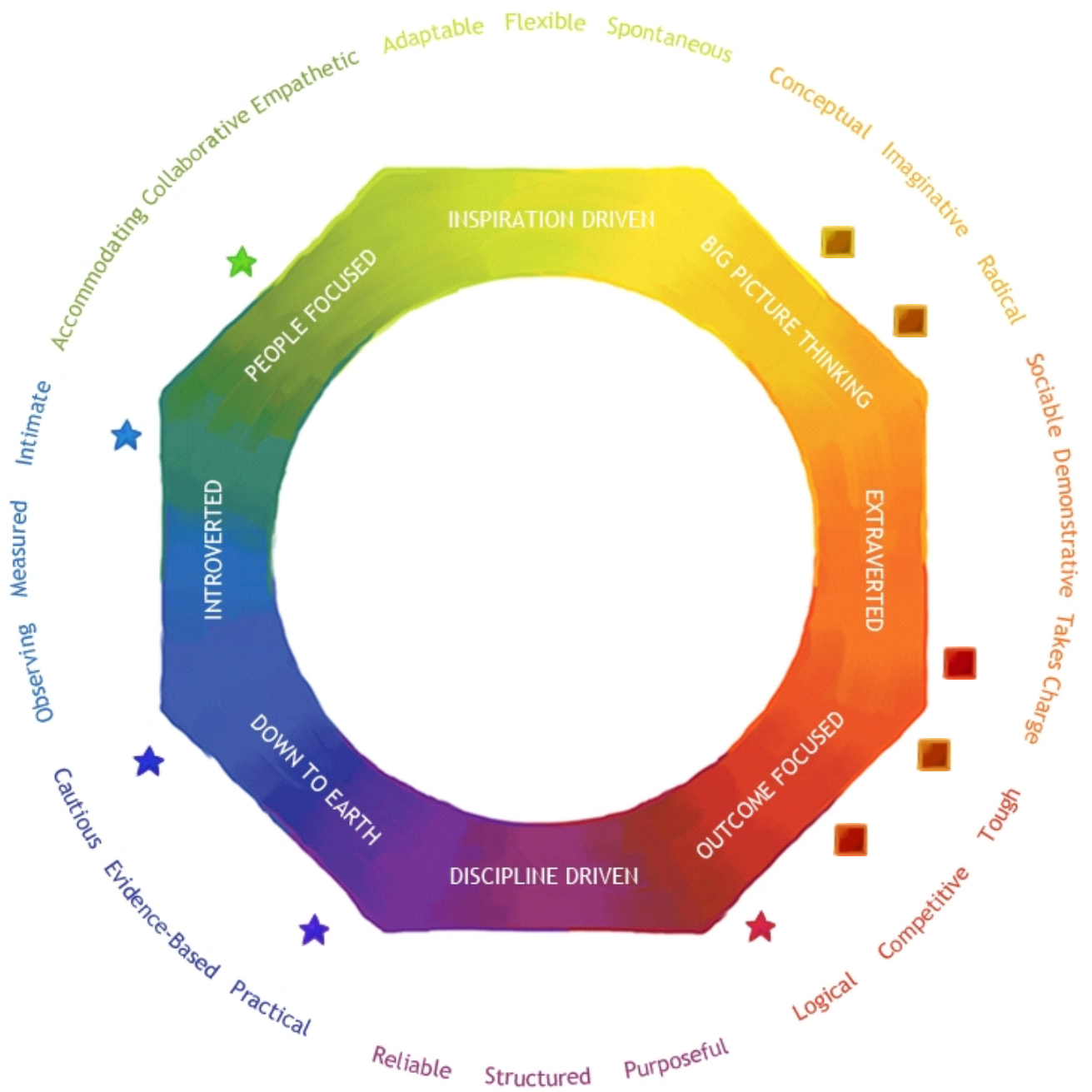
## Here are some of your possible weaknesses:

- Your reluctance to draw attention to your own achievements can lead to others being promoted ahead of you at work. In this way you allow your self-imposed modesty to handicap you.
- In group discussions you have an unfortunate tendency to keep quiet even when you have a point you want to raise. You allow the rest of the group to air their views without asserting yourself as you don't want to draw their attention to you.

## Some suggested methods of development:

- 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.
- Seize the chance to campaign for change when you see that change is needed. No system is perfect or impossible to improve upon, so look for ways to enhance the system you find yourself within.

# 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

**The less you speak, the more you will hear. - Alexander Solzhenitsyn**

You know the truth of this message although, due to your quiet nature, you might not freely share it. You often observe others and are a keen student of humanity. You know that the key to effective communication is active listening. Without this, messages can get distorted and lost in translation. You are willing to let others speak their minds whilst you keep your counsel and only reveal your thoughts when you feel the time is right. You also adopt this approach in personal relationships. Many friendships are nurtured by someone who is willing to listen. You feel most comfortable communicating with people on a one-to-one basis where you can really focus your attention.

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

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 prefer working with others on a one to one basis
- You work hard to create harmonious relationships
- You take time to see things from other people's points of view, but can bring yourself back to an objective perspective

Sometimes you may use too much Green:

- Sometimes you spend too much time listening instead of pushing forward your views
- You can find it hard to talk about your own achievements

Sometimes you may underuse your Green:

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

More on your Green Archetype:

You are known for your diplomatic skills and your ability to smooth over potential conflicts before they occur. This skill is underpinned by your strong inner desire for peace and harmony in all of your relationships. When those around you engage in heated arguments, your inner voice will be saying to you 'don't fight - if only we could all get on!' This inherent desire to accommodate and help others makes you an ideal team player.

You are committed to the teams you work in giving outstanding service to their customers and/or partners. However, this passion to serve can mean you have difficulty saying "no". In the past this may have gotten you into trouble, as it leads to over committing and placing unnecessary pressure on yourself and other colleagues.



# Your Second Archetype is Blue



## Your key Blue Strengths are:

- You are happy to critique any radical idea presented to you
- You keep your thoughts to yourself until you have made your mind up on an issue
- You trust the written word more than the spoken word

## 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 do not embrace the opportunities change offers you

## Sometimes you may underuse your Blue:

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

## More on your Blue Archetype:

John, you are thoroughly practical and enjoy nothing more than getting to grips with how things work. You are known as someone whose thinking is very realistic and grounded. People come to you for down to earth advice, knowing you have little patience for vague 'management speak'.

When someone proposes a solution to a difficult problem, you are able to quickly pick out the weak points in the plan, especially when its practical application is being considered. You have a knack for working out where things could go wrong. One of your challenges may be finding a way to communicate your insights.

You want to deal with concrete and tangible things and are probably less keen on abstract and conceptual ways of thinking. You value keeping things as simple as possible and are suspicious of over complex solutions. You know that complexity can lead to unforeseen consequences and can cause processes to malfunction.

# Your Third Archetype is Yellow



Your key Yellow Strengths are:

- You like to work in a tidy environment so you can better deal with chaos when it's thrown your way

Sometimes you may use too much Yellow:

- Sometimes you can be sceptical of simpler solutions and overcomplicate things as a result
- You sometimes rush the decision making process

Sometimes you may underuse your Yellow:

- Sometimes you don't make enough of an effort to get to know new people
- You don't share enough of your enthusiasm with those around you

More on your Yellow Archetype:

While you are naturally very easy-going, no one would accuse you of lacking organisation skills. You enjoy taking time to focus, clarify your priorities and consider your commitments. You like to preserve a free mind, capable of dealing with ambiguity and change, while working with a model that at least seems concrete. While you may give the impression the structure in place is absolute, you secretly know that everything is subject to change. A structured approach allows you to bring order to your various fragmentary thoughts while in the process clearing up your mind to deal with brand new ideas and information.

## The Archetype you use least is Red



Your key Red Strengths are:

- You like to be the voice of reason but take time to see things from other people's points of view

Sometimes you may use too much Red:

- Sometimes your desire to remain objective can make you emotionally withdraw from others

Sometimes you may underuse your Red:

- You don't always follow through on the targets you set yourself
- You have a tendency to work around an issue rather than address it head on

More on your Red Archetype:

Often those as logically minded as you have a tendency to favour process over the needs of people. However, this is not a problem for you. You know that it is no good listening to people if you are too focused on staying detached. You try to be willing to "meet them half way" and keep actively trying to imagine some of what they are feeling.

## Recommendations to increase your 4 archetypes

### Empowering Green

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

### Conscientious Blue

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

### Inspiring Yellow

- By getting to know your colleagues more you can improve your working relationships
- Try conveying your meaning through body language and tone

### Commanding Red

- When you set yourself a goal, push yourself hard to achieve it
- Endeavour to stand up for your ideas even when people challenge them

# Recommendations to temper your 4 colours

## Empowering Green

- Appreciate the focus that formal goals and a good tracking process can provide
- 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

## Conscientious Blue

- Accept that sometimes the only way to get the evidence is to try things out
- Accept that last minute events can disrupt even the best laid plans - let others know you are willing to be flexible when this happens

## Inspiring Yellow

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

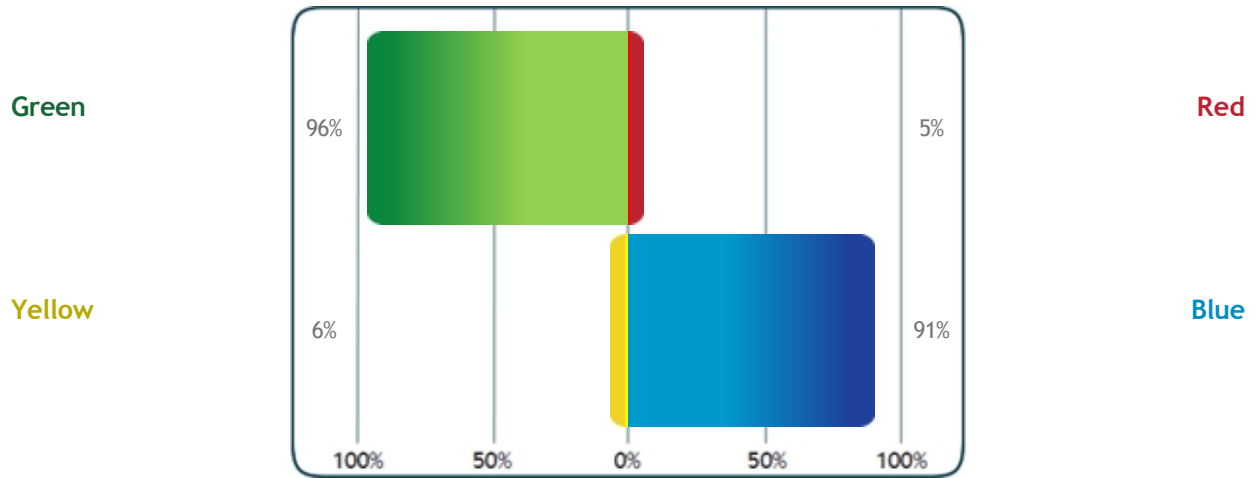
## Commanding Red

- Try to temper your need for order by being sensitive to the needs of others
- Focus on the goal as well as how to get there

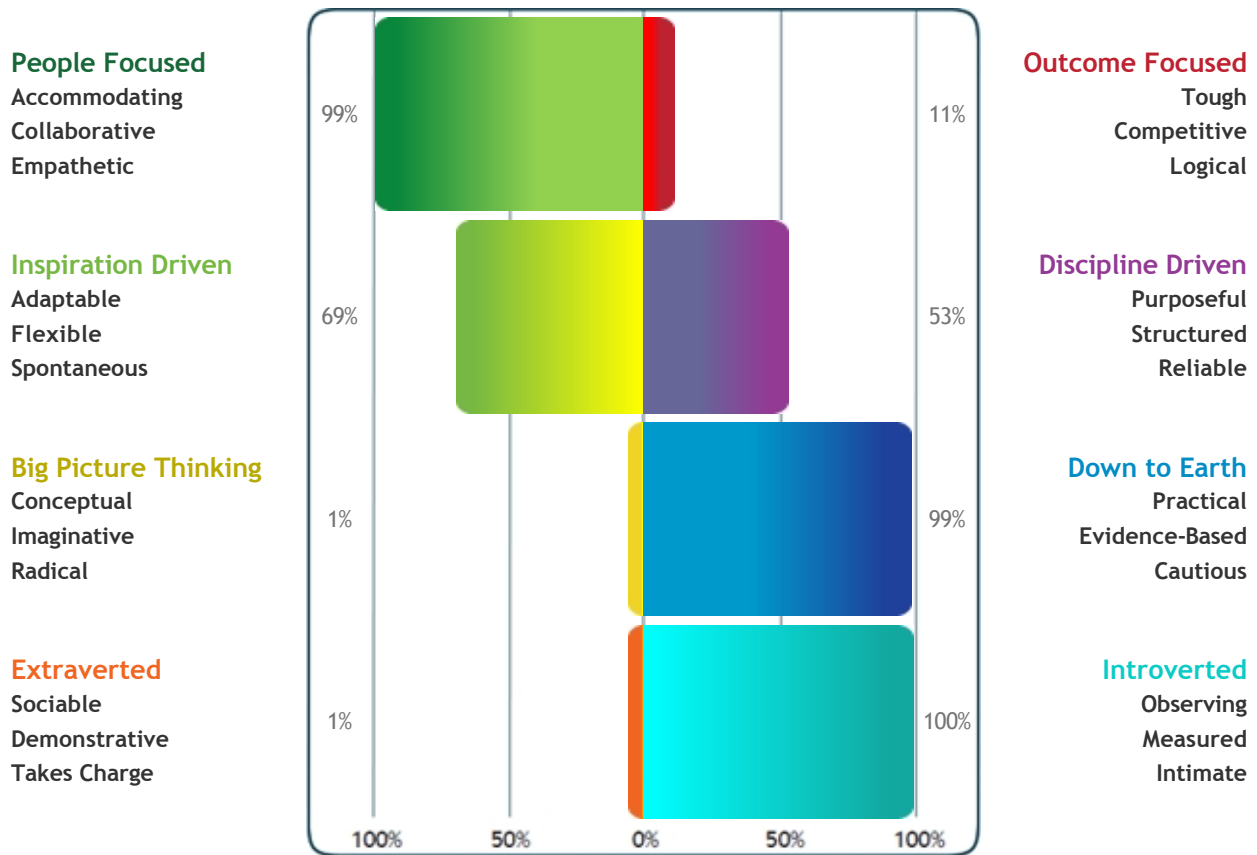
# Your Archetype and Aspect Bars

## 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

100%



### Accommodating

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

99%



### Collaborative

Team player with a win/win mindset

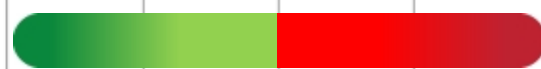
99%



### Empathetic

Considerate and in touch with other people's feelings

98%



### Adaptable

Works in passionate bursts towards emergent goals

93%



### Flexible

Easy going and informal

69%



### Spontaneous

Makes quick gut-feel decisions

21%



### Conceptual

An abstract thinker comfortable with complexity and ambiguity

15%



### Imaginative

A source of new and creative ideas

1%



### Radical

Embraces change and is willing to challenge tradition

1%



### Sociable

Friendly and energised by interacting with others

13%



### Demonstrative

Enthusiastic and expresses positive emotions

2%



### Takes Charge

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

1%

### Tough

Argues forcefully and is comfortable with conflict

1%

### Competitive

Strong willed with a win/lose mindset

1%

### Logical

Objective and rigorously applies reason

99%

### Purposeful

Sets ambitious goals and then works diligently towards them

2%

### Structured

An organised and effective planner

93%

### Reliable

Disciplined and meets commitments

89%

### Practical

Adopts a realistic and common sense approach

99%

### Evidence-Based

Focused on observable facts and attentive to details

74%

### Cautious

Resists change - prefers to stick with tried and tested methods

99%

### Observing

Boundaried and energised by their inner world

98%

### 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

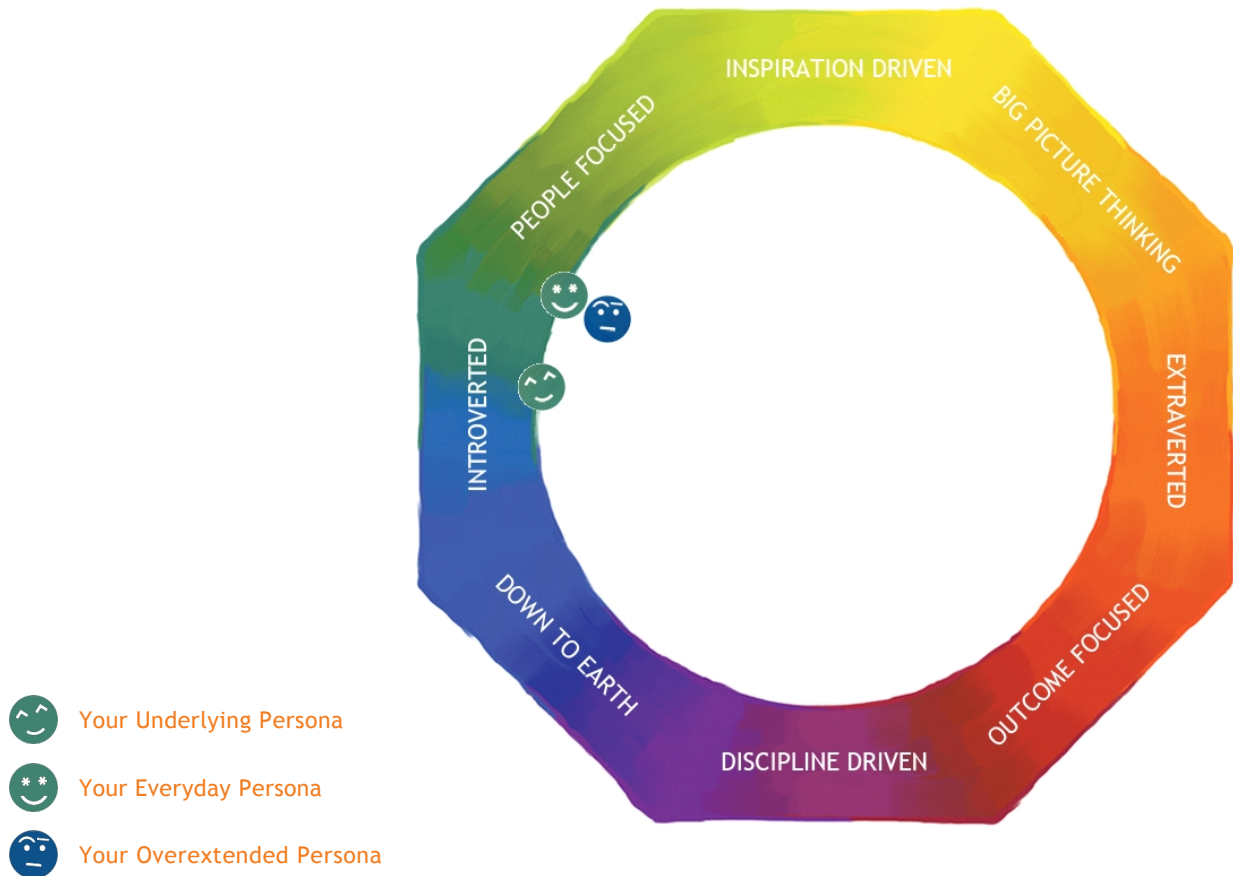
- This is who you are when put under stress
- Or how you react to unexpected events
- This persona can come into effect unconsciously



# Your three persona positions

## Your three Personas on the Lumina Mandala

John, your underlying persona tends to be Introverted and is infused with Green energy. You enjoy engaging in one to one conversations and supporting others. Your everyday persona uses a lot of Green energy and is People Focused. People see you as someone who can be very considerate especially when it comes to other people's emotional well-being. You try to help people solve their problems in a rational manner.



John, your overextended persona consists of mainly Introverted Blue energy. There are times when interacting with a lot of people can be quite tiring for you.

# Your Three Personas



## Your Underlying Persona

John, you have a preference for using **Introverted Green blended with Down to Earth and People Focused energy**

You are naturally sceptical about new ideas and you believe in sticking with traditional methods unless presented with a strong argument to the contrary. However, in the face of a convincing argument you are willing to change your views. You prefer to empower others through one to one dialogue so that you gain a full understanding of each another. You enjoy listening to others before making your views heard and you like being a good listener.



## Your Everyday Persona

John, you most often use **People Focused Green blended with Introverted and Down to Earth energy**

Normally you prefer to avoid committing yourself to targets but at work you have a reputation for being trustworthy and keeping your word. When you commit to getting something done you do everything possible to achieve it. You normally enjoy striking up conversations with strangers but you have problems maintaining your wider social network due to time constraints.



## Your Overextended Persona

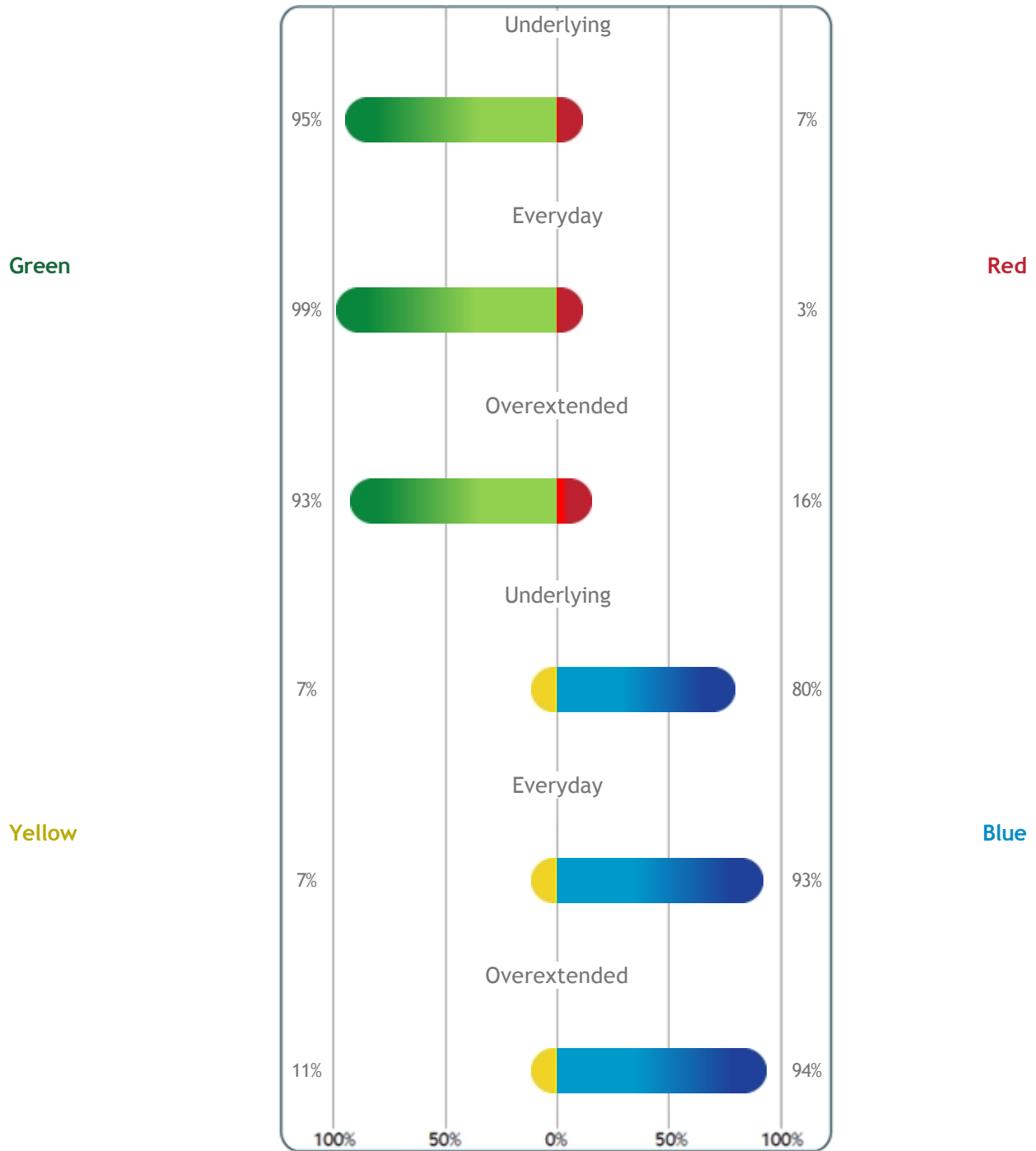
John, when your overextended persona emerges you may notice that you use more **People Focused Blue blended with Introverted and Down to Earth energy**

You usually avoid lots of data collection but, when under pressure, you take refuge in the facts and you sometimes hide behind statistics. Facts can be important but you can spend so much time collecting them that you leave little opportunity to develop ideas or take action. You normally avoid discussions which revolve around theories and concepts. However there are times in the planning process where you get very involved in them and lose track of the practical realities. It is important to look at the bigger picture but don't let your vision become derailed by a lack of attention to detail.

# Your Archetypes split by Persona

## Your use of the four archetypes split by persona

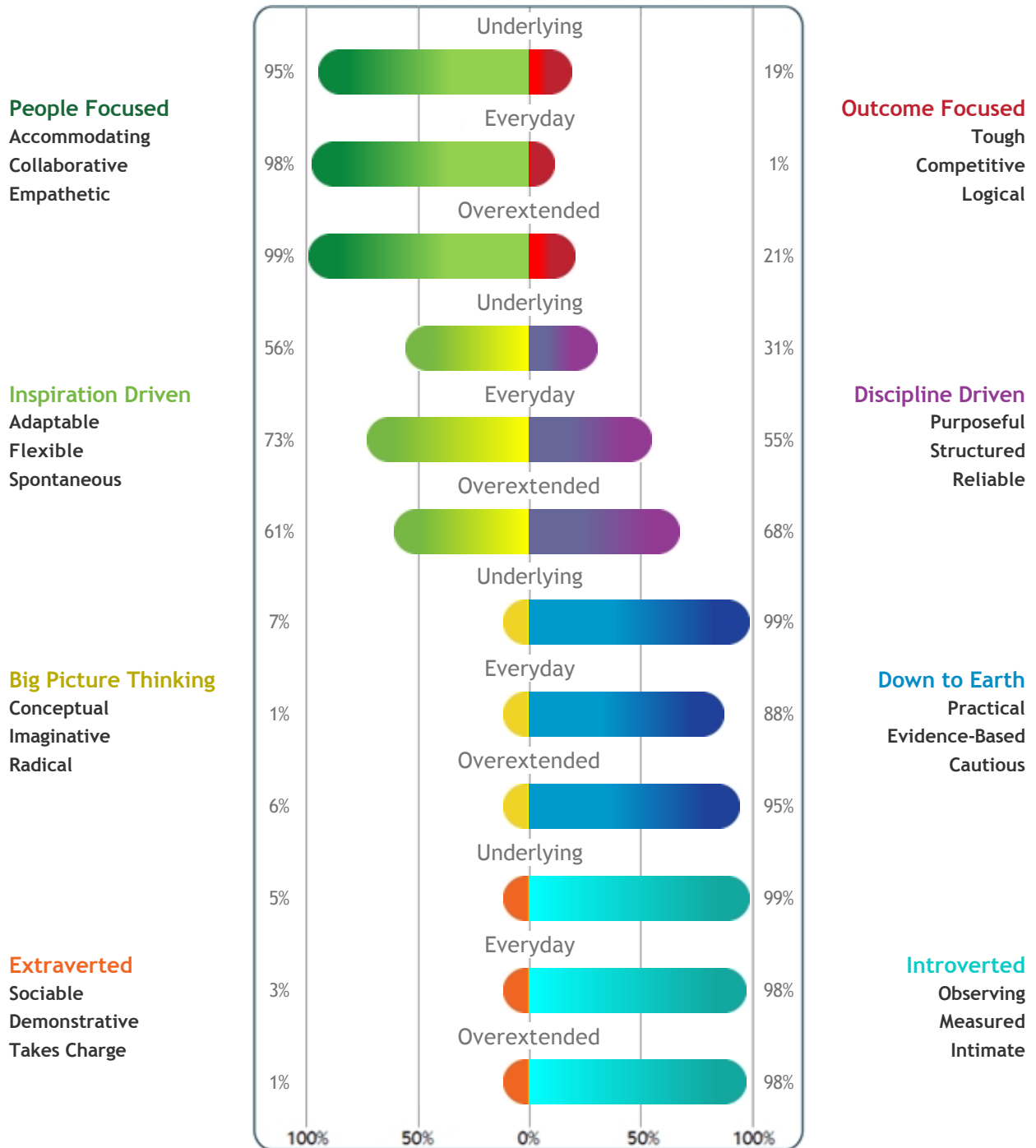
The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



# Your Aspects split by Persona

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

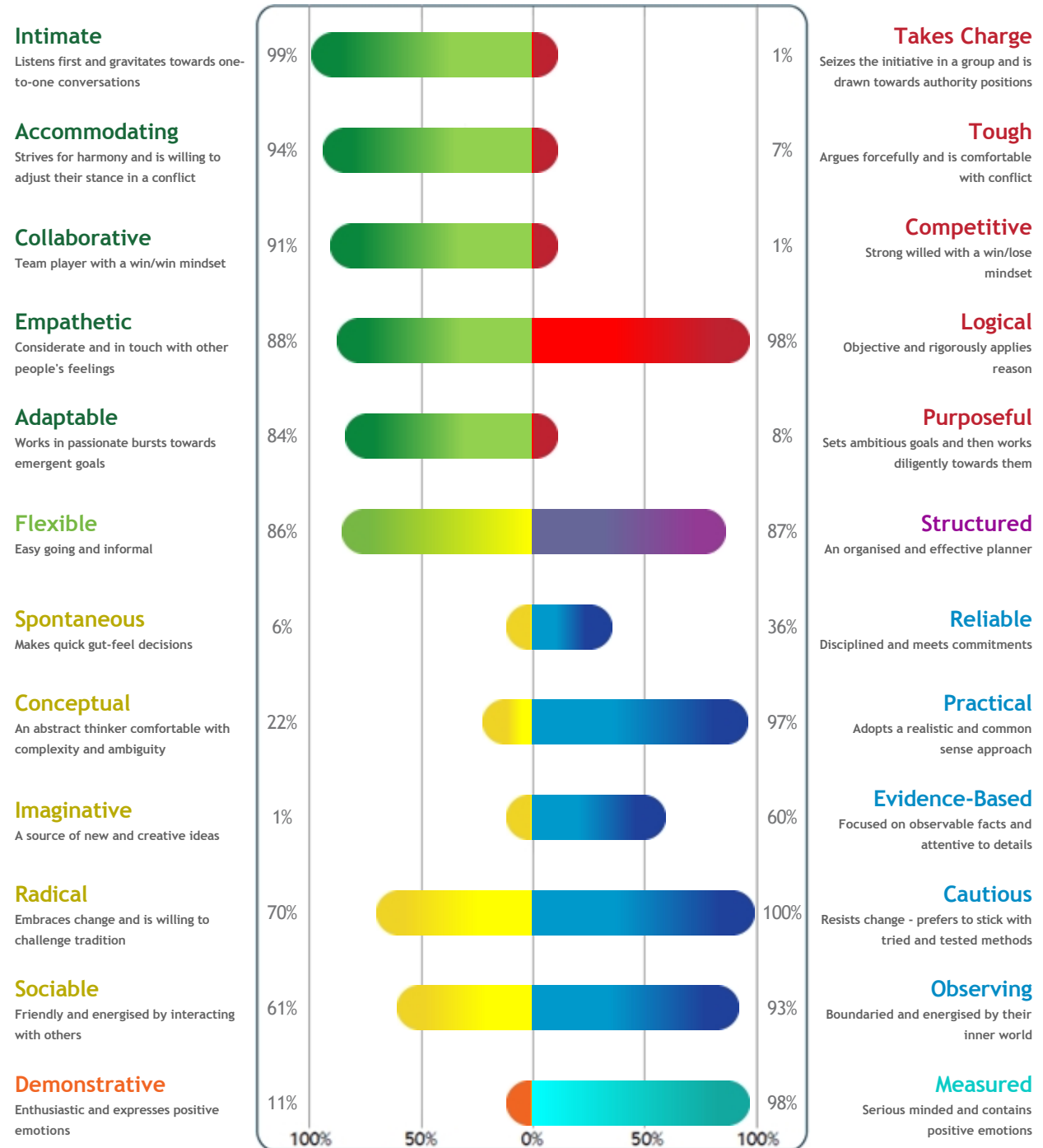
The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



# 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.



# 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

96%

### Accommodating

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

87%

### Collaborative

Team player with a win/win mindset

86%

### Empathetic

Considerate and in touch with other people's feelings

95%

### Adaptable

Works in passionate bursts towards emergent goals

78%

### Flexible

Easy going and informal

87%

### Spontaneous

Makes quick gut-feel decisions

25%

### Conceptual

An abstract thinker comfortable with complexity and ambiguity

10%

### Imaginative

A source of new and creative ideas

1%

### Radical

Embraces change and is willing to challenge tradition

1%

### Sociable

Friendly and energised by interacting with others

12%

### Demonstrative

Enthusiastic and expresses positive emotions

23%

### Takes Charge

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

1%

### Tough

Argues forcefully and is comfortable with conflict

1%

### Competitive

Strong willed with a win/lose mindset

1%

### Logical

Objective and rigorously applies reason

90%

### Purposeful

Sets ambitious goals and then works diligently towards them

5%

### Structured

An organised and effective planner

89%

### Reliable

Disciplined and meets commitments

85%

### Practical

Adopts a realistic and common sense approach

64%

### Evidence-Based

Focused on observable facts and attentive to details

45%

### Cautious

Resists change - prefers to stick with tried and tested methods

94%

### Observing

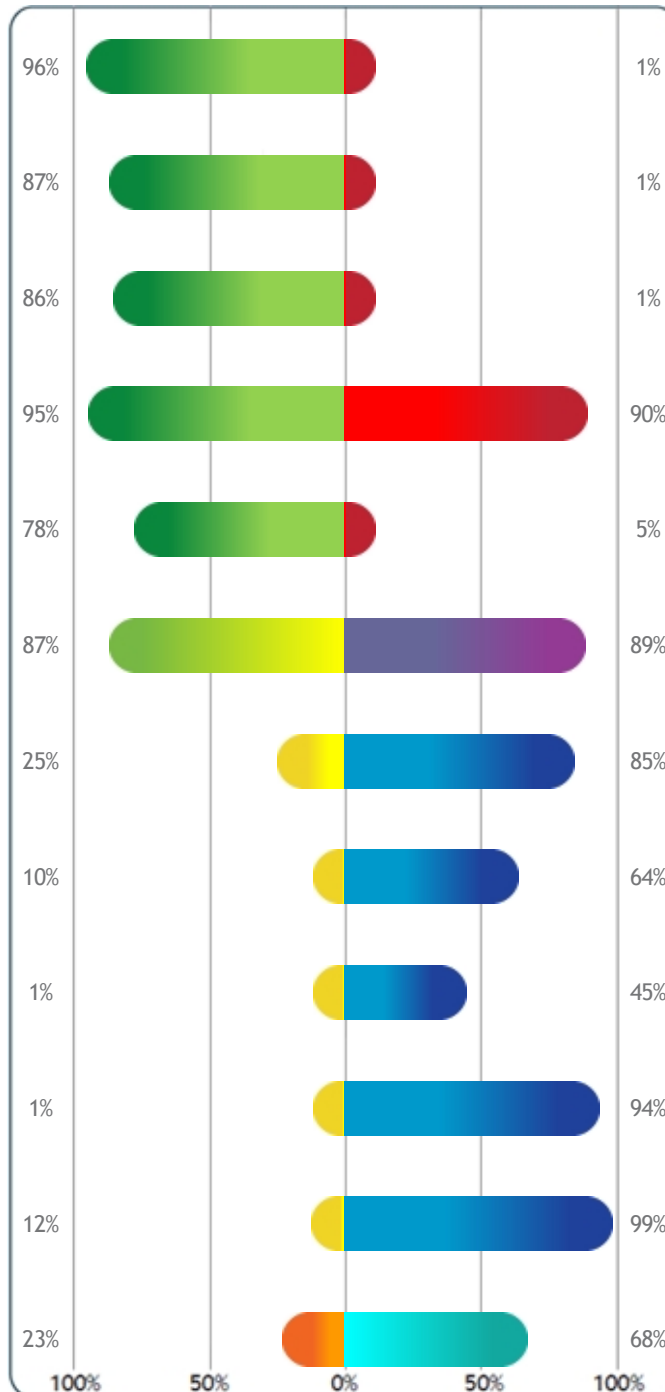
Boundaried and energised by their inner world

99%

### Measured

Serious minded and contains positive emotions

68%



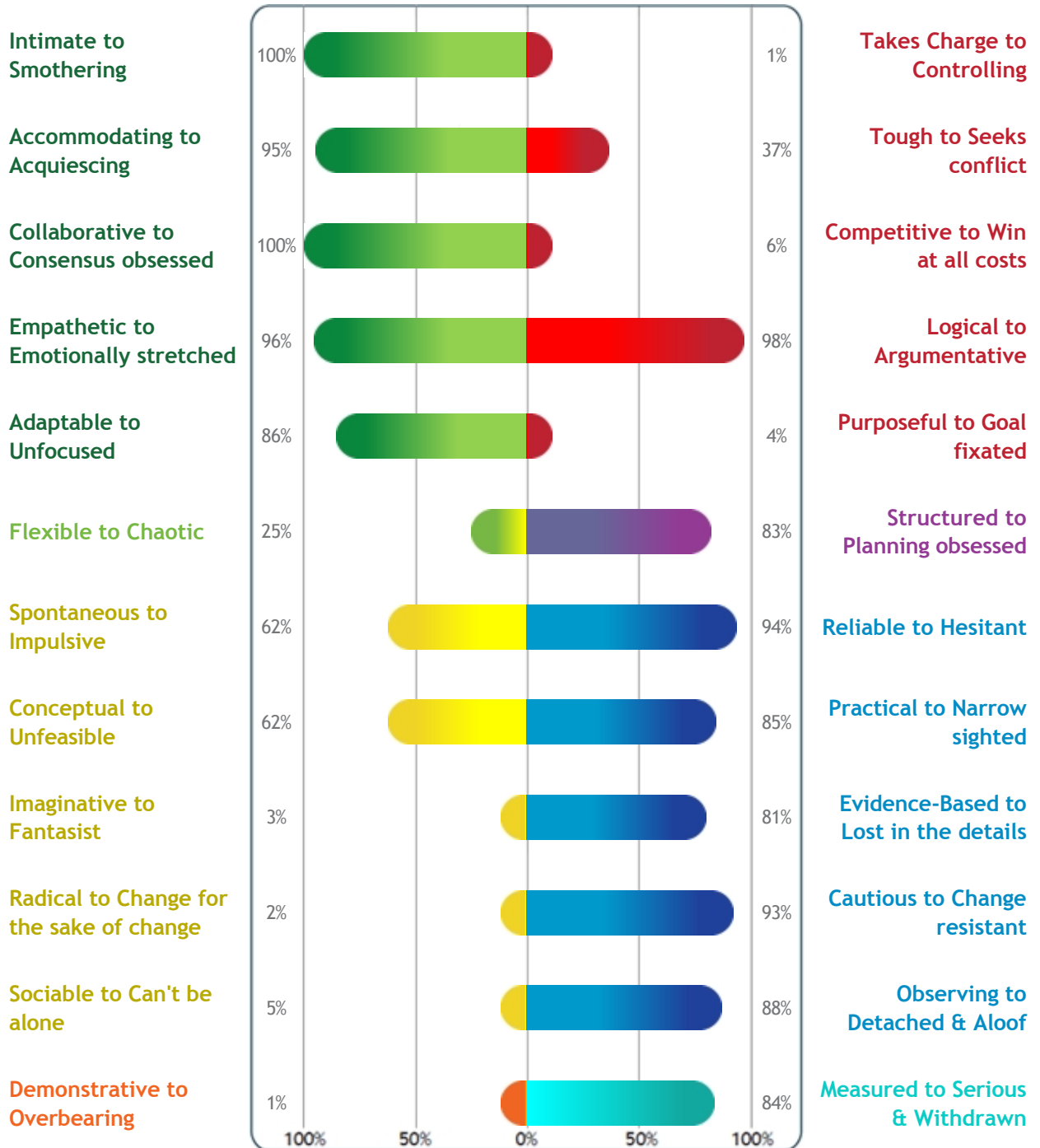
# Your Overextended Qualities



## The twenty four qualities that make up your Overextended Persona



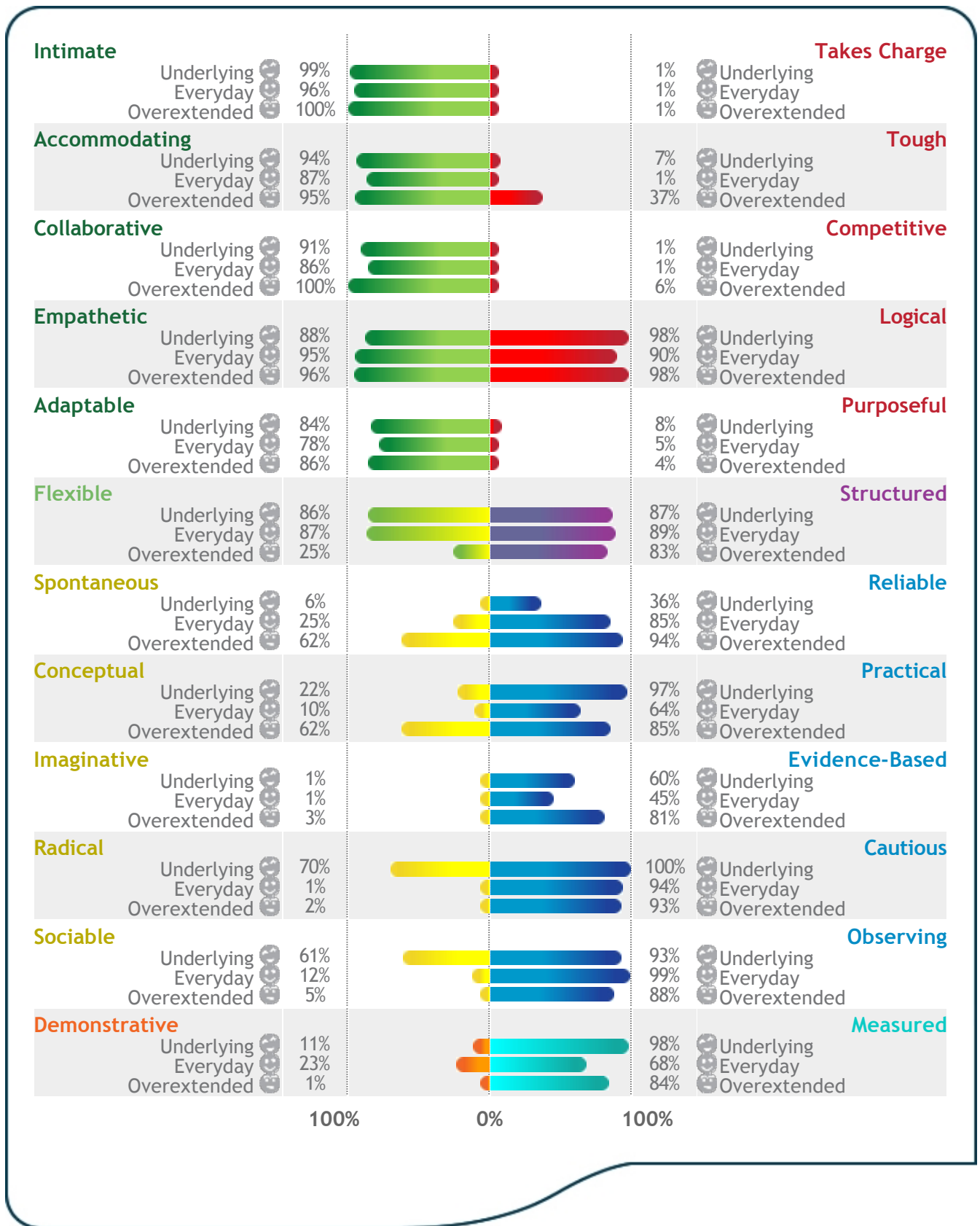
The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



Personalised Portrait for John Sample - facilitated by Janice Parviainen

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# Your Twenty Four Qualities in detail



Personalised Portrait for John Sample - facilitated by Janice Parviainen

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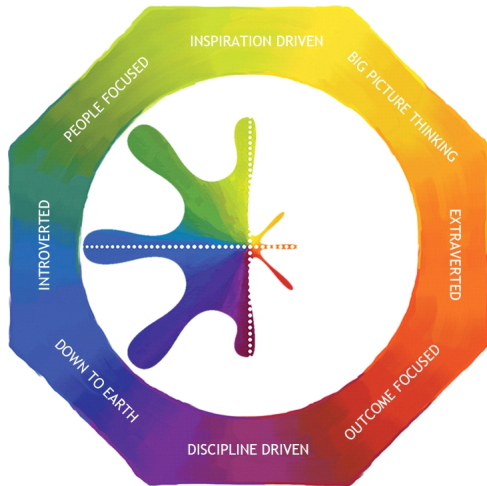
# Valuing Diversity

## Recognising your psychological opposite

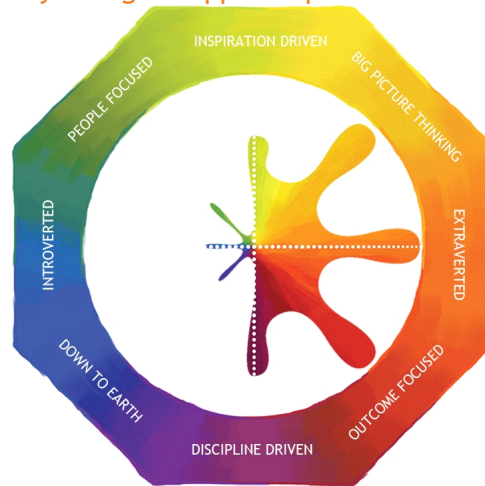
John, everyone has encountered people whose personas are the opposite of their own...

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 like to take a supporting role within a group. Your opposite finds this very difficult to do and you might come to perceive them as attention seeking.

# Working with your Opposite

## What is good about working with your opposite:

- Your opposite can help you stay on track and keep you and the rest of the group focused on your primary objective. They can also delegate efficiently and makes sure that the group is always working purposefully.
- 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.
- Your opposite can introduce an element of risk into your life that you suppress very heavily. Without taking a risk, it can be hard to make decisions. Many situations contain inherent risks that you have to work with.

## 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 can be so withdrawn and focused on observing others that you allow opportunities to speak out in a group pass you by. Your opposite can be very perturbed by this and may well try to force you to interact with a group more forcefully than you are comfortable with.

## 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.
- Your opposite has a tendency to talk more than you do. You should not let this stop you making your point when you want to be heard.

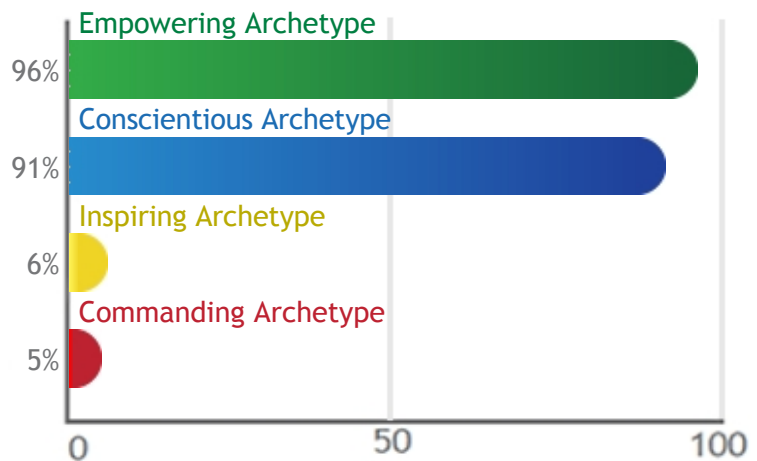
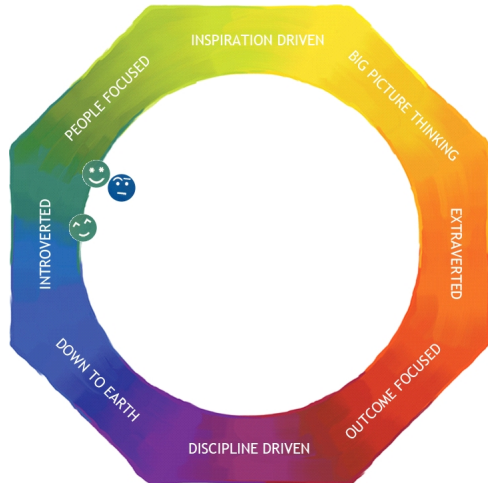
# Seeing Yourself in Others

## 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 good listeners. Whenever one of you has a point that you feel is particularly important, the other one is always willing to listen to what is said first, before interrupting or giving their opinion. Then again, here is an example of how you and your mirrored self might have trouble working together. Neither of you likes to promote your achievements very strongly. When the time comes for recognition and accolades you may both be overlooked.

# Working with your Mirrored Self

## What is good about working with your mirrored self:

- You are both good listeners which can often lead to very empowering conversations between you. Each knows that you can expect the same care and attention to be repaid in full when it is your turn to speak.
- You are both very good observers of human behaviour and you use the minutiae you have observed to inform your decisions. You miss very little and you very rarely say anything without thinking it through deeply.
- You both take your time before you make any sort of decision - not for you any rash actions or hasty commitments. You bounce ideas off each other until you are sure they are sound and only then will you take action.

## Some problems you might encounter:

- You both place so much importance on being supportive and a good team player that you can find your own needs being neglected. You feel shy about bringing them to the attention of others.
- There are times when you have both demonstrated a worrying habit of being passive in a group situation and not taking your opportunities to make your views public.

## 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.
- Sometimes you could both do with putting aside your reservations when the group is in disarray and leading from the front instead of influencing people on a one by one basis.

# Your Communication Preferences

## How you prefer to communicate with others:

- 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.
- You like it when you are given time to evaluate a new idea before breaking from traditional methods. In a discussion you will stick to your guns unless someone can convincingly argue against you.
- Your preference is to withhold your own opinions and listen to others before sharing, in order to avoid causing offence.
- You comprehensively analyse situations before bringing your opinions to the fore. When you do so, you communicate politely and courteously.

## How you like others to communicate with you:

- 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.
- You like it when others don't try to discuss a new idea with you unless they have considered it thoroughly and have supporting evidence.
- 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 like people to present their arguments rationally, in an environment where this is fostered by empathetic leadership and group consensus.

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

- 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.
- You don't like it when people rush a debate about something important. You feel that a rash decision could be avoided if only a little extra time was spent discussing the issue.
- 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.
- You are irritated by people who expect you to accept their views without substantial evidence and analysis. On the other hand, you can find people who do not take any personal appeals into account hard to communicate with.

### 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.
- Not everyone is skilled at listening to others, but if you perform a role reversal and take the lead in a conversation you can educate others in how to listen better. Your confidence may be boosted when you are forced to do the talking.
- Be assertive, not aggressive. Stating a point strongly with well backed up arguments will encourage others to go along with it.
- 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.

# Creating a High Performing Team

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

- Colleagues will see you as a team player because you spend time with individuals in order to understand their personal views.
- You are self-motivating. This can help when the energy of the team is low as you are able to find the drive you need to complete your tasks.
- You see the importance of evaluating and thoroughly testing any changes to existing processes. In this way, poorly thought through improvements can be exposed.
- 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. However you also have the rare ability to make room for personal feelings and preferences.

However sometimes you may overplay your strengths:

- You may be so concerned with equality of contribution that you may overlook individual talents that would strengthen the team.
- You can spend so much time allowing others to speak and hearing their views that you leave no time to give your own valuable input.
- 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.
- You prefer to avoid contentious issues. In the context of the team, you may miss vital information that is important for accurate feedback or new learning opportunities.

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

- Often you are so focused on the present that you ignore future possibilities. The solution your team produces may not then have longevity.
- You are not keen to lead a group. You tend to remain quiet until someone else has seized the initiative.
- 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.
- You sometimes neglect your own objectives in order for others to complete theirs. In a team this means only a partial solution will ultimately be delivered.

Here are some suggestions to improve your teamwork:

- Don't be afraid to oppose other people's views if you strongly believe they are wrong. Only by discussing differences can the whole team come to a consensus view for the good of the group or the organisation.
- A more relaxed approach can be more resilient to unforeseen problems or sudden changes to requirements.
- Make an effort to speak out more in teams. Not only is your own opinion important, but your points may be shared by others less willing to come forward.
- Spend time getting to know your team-mates as individuals. This will help you better understand each other's points of view and make it easier to focus on a joint goal.



# Lumina Spark Portrait



Lumina Learning  
www.luminalearning.com  
info@luminalearning.com  
One Four Nine Elm Road  
Kingston  
Surrey  
KT2 6HY, UK



JMP Consultants  
497 Queen Street  
Port Perry  
Ontario  
L9L 1L2

Facilitated by Janice Parviainen  
E: janiceparviainen@luminalearning.com  
T: 8883729917

Date Questionnaire completed: 13/09/12 14:48:01  
Date Portrait most recently regenerated: 01/03/13 15:00:16