

Sarah Sample
Lumina Spark Portrait
Inspirational and Practical Personal Development

“Everything in the universe is within you. Ask all from yourself.”
— Rumi

Welcome

Notes



Dear Sarah

Thank you for completing the Lumina questionnaire.

I look forward to sharing your Lumina Spark Portrait and trust that you will gain value.

My hope is that you will increase your self awareness, understanding both your strengths and key development areas that will support you to achieve your potential.

Warm wishes,

Shirley Hulley

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Your Inner Spark

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.



Your Inner Spark

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

Sarah, 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.

However, you do not let your cautiousness blind you against the need for necessary change. Knowing your preference for tried and tested methods, others consider your support for risky or radical change initiatives to hold tremendous weight. You may even consider refusal to adapt to new circumstances as a kind of recklessness.

Your Inner Spark

In your management style you prefer:

To bring up new ideas in conversation and discuss ways to get the best out of things that are already in place.

To talk to people who are willing to follow their gut-feeling and take quick, decisive action, but you also make time for discussion with those who prefer a slower approach.

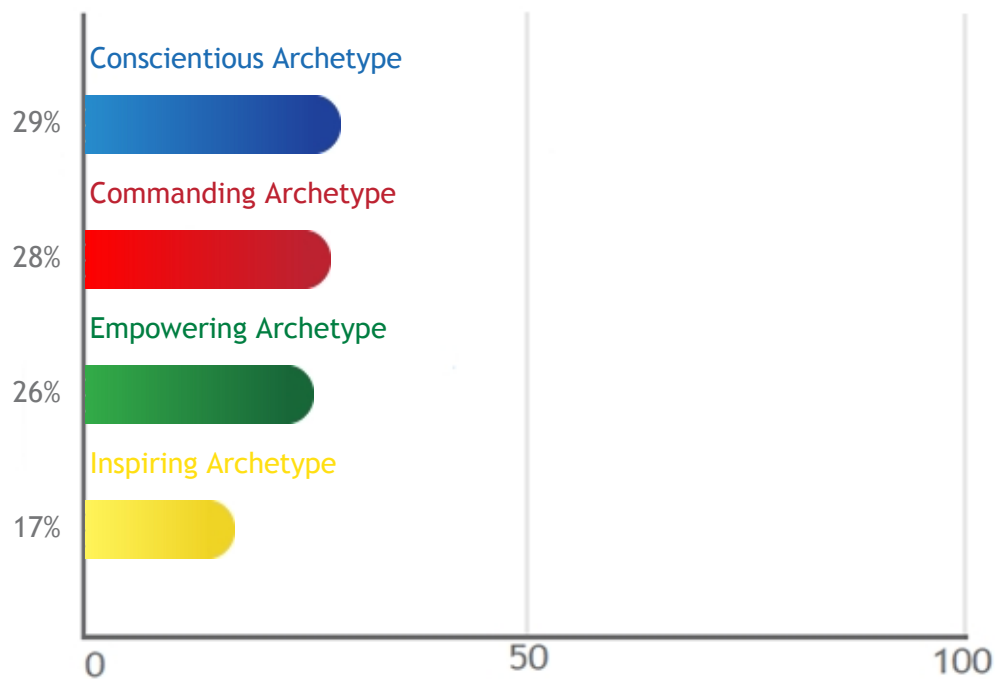
To restrict discussions to the project you're working on now; you don't want to be distracted or diverted from your goal.

Leadership & Working With Others

Sarah, you are thought by some to be quite an easy-going manager. The truth is that you prefer to work loosely with administrative processes. You feel that this is a more effective way of getting things done and you get your team to spend time on tasks instead of organising the things that need to be done later on. Those around you appreciate the fact you are willing to bend rules and take risks for the sake of the project and the team.

How you use the four archetypes

Your four archetypes:



Your preferred colour is Conscientious Blue. You are energised by both your desire to keep your promises and a fear of the consequences of breaking them. You prefer having a small number of close friends. Your second colour is Commanding Red and it is not far behind your first. When you use too much Red you come across as egocentric and this can lead to a lack of trust between you and others. Your third colour archetype is Empowering Green. Refusing to compete is an example of accessing too much of your Green and may lead to you being overlooked at work. Your Inspiring preference is your lowest of the four. You prefer working in a relaxed and informal environment. You work in inspired, passionate bursts. You are able to bring out these times of flow increasingly as you come closer to the deadline.

Notes

You primarily use your Blue Archetype



Your key Blue Strengths are:

- You manage your time efficiently, and can bring out your best even when circumstances ruin your careful plans
- You are effective working on your own and get satisfaction from this

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:

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

More on your Blue Archetype:

Sarah, you can be quite observant in group situations and like to think things through carefully before deciding how to act. You are adept at using a reflective and thoughtful approach and tend to be a private person who keeps to themselves. Unless there is a pressing need, you are unlikely to be the first to initiate conversation in a group. In fact, you often think carefully before sharing your views.

Socially, you need to decide when you want to make new friends, as it can take you a while to get to know people. However once made, you will cherish your friendships as you have a preference for a small number of deep relationships rather than a large quantity of shallow ones.

In larger groups you like to think carefully about what you are going to say, before you say it. In fact, you may rehearse the words in your head before you articulate them out loud. This approach allows you to make very cogent, focused and well thought through interventions that really reach the heart of the issue.

Your Second Archetype is Red



Your key Red Strengths are:

- In the questionnaire you consistently did not claim any Red strengths

Sometimes you may use too much Red:

- You sometimes find yourself being unfairly suspicious of some, and yet overly trusting of others
- You can rely too much on logical process and sometimes neglect the end product

Sometimes you may underuse your Red:

- You can get too caught up in your feelings and emotions
- You don't always follow through on the targets you set yourself

More on your Red Archetype:

Within a project you find it difficult to maintain a logical outlook from start to finish. When it comes to the quality control department, that all ideas need, you find it hard to identify logical inconsistencies. This can undermine the theoretical integrity of a plan.

When it comes to maintaining a personal distance from an idea, you are not very good at compartmentalising your feelings. You do not present your views in an objective manner and you often betray an emotional bias which can damage your credibility with your peers.

You avoid arguments which focus on the structural stability of an idea. This means that you might miss out on opportunities for future development, building on the logical weak points of the current theory. You can get caught up in the here and now and your horizons become very small.

Your Third Archetype is Green



Your key Green Strengths are:

- In the questionnaire you consistently did not claim any Green strengths

Sometimes you may use too much Green:

- You sometimes find yourself being too trusting of some, and unfairly suspicious of others
- You can easily get distracted and blown off course

Sometimes you may underuse your Green:

- Sometimes others find you dismissive of their feelings and lacking in compassion
- You are inclined to jump in before you have listened or understood how the group is doing

More on your Green Archetype:

You have had several experiences in your life when things have occurred unexpectedly and thrown your plans off track. Your focus on fixed goals and getting things done in a prearranged fashion makes it hard for you to adapt. When circumstances change, this can cause you a lot of stress.

Some situations call for an open approach without fixed goals. It is impossible to plan perfectly for every eventuality so all of your plans should be flexible enough to adapt. This will help you to work around a problem instead of being flummoxed and having to go back to the drawing board. It may also prevent you from setting yourself impossible goals once you recognise some of the potential pitfalls that might delay progress.

You like to work with changing objectives. Whilst others may not recognise your dedication, they should notice that working in this fashion places less stress upon you and, as a result, the quality of your work improves. As long as you recognise the value of this method, that is more than sufficient justification for it.

The Archetype you use least is Yellow



Your key Yellow Strengths are:

- You thrive in a relaxed, informal environment
- Your commitment to keeping your promises means that you can bring out your best even when under pressure.
- You are not afraid to challenge tradition if you can see a better way

Sometimes you may use too much Yellow:

- You can get caught up in the abstract and fail to ground your ideas
- Some people see you as too casual in your treatment of rules and regulations

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:

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.

Recommendations to increase your 4 archetypes

Conscientious Blue

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

Commanding Red

- Make an effort to base your conclusions on sound principles
- When you set yourself a goal, push yourself hard to achieve it

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
- Hold back your opinions and listen to others first

Inspiring Yellow

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

Recommendations to temper your 4 colours

Conscientious Blue

- Do not be threatened by new ideas and look for the positive things in them
- It is important that you book time in your schedule to be spontaneous!

Commanding Red

- Instead of always giving instructions, ask others how they would carry out tasks
- Others may need your coaching and understanding to inspire them

Empowering Green

- Talk to a friend who you consider very focused and driven; ask them to help you design a process for setting ambitious goals
- You are known as somebody who gives a lot of support to others. However you must also ensure you seek support yourself and attend to your own needs.

Inspiring Yellow

- By introducing a little structure, you can save time in the long run
- Consider the impact of your ideas

Your eight aspects on the Spark Mandala

Sarah, on your Colour Mandala you can see eight aspects of your behaviour:

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

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

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

Notes

8 Aspect Scores

People Focussed

Accommodating
Collaborative
Empathetic



Outcome Focussed

Tough
Competitive
Logical

Inspiration Driven

Adaptable
Flexible
Spontaneous



Discipline Driven

Purposeful
Structured
Reliable

Big Picture Thinker

Conceptual
Imaginative
Radical



Down to Earth

Practical
Evidence-Based
Cautious

Extraverted

Sociable
Demonstrative
Takes Charge

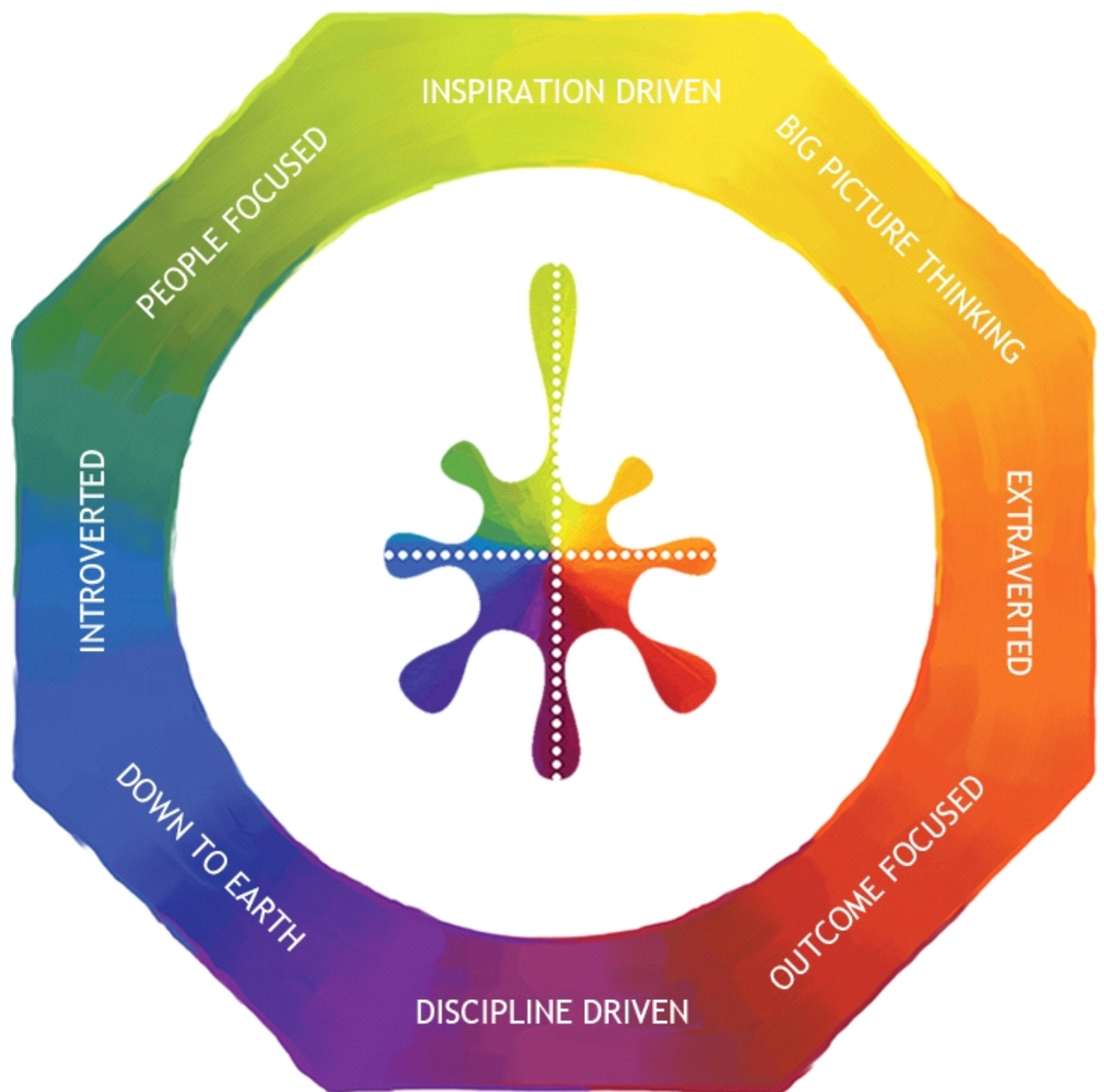


Introverted

Observing
Measured
Intimate

Score **each** of the 8 aspects between 0% and 100%
Note - opposite aspects do not need to add up to 100%

Sarah Sample - Your Spark Mandala



Personalised Portrait for Sarah Sample - facilitated by Shirley Hulley

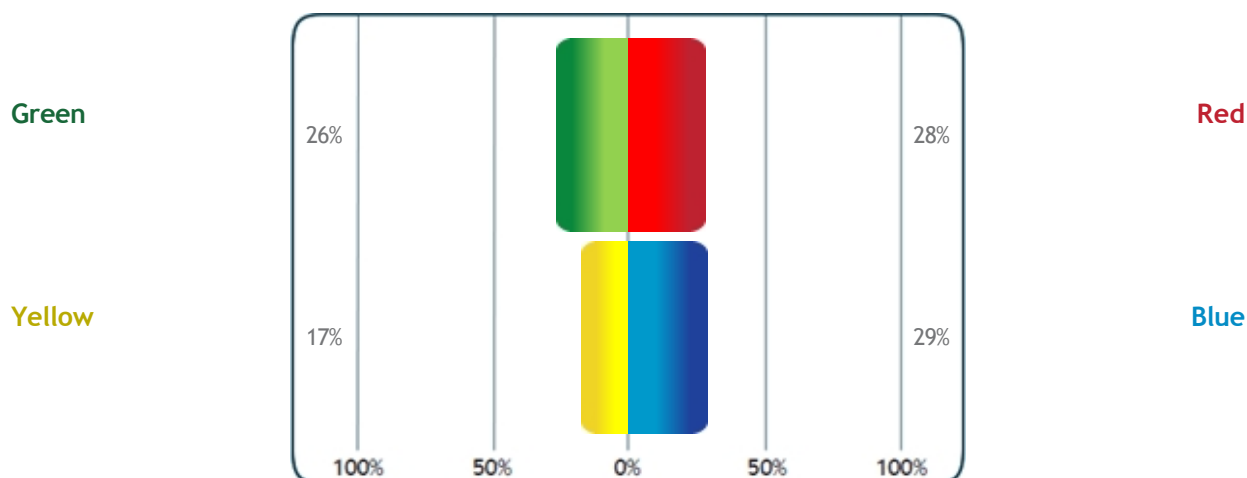
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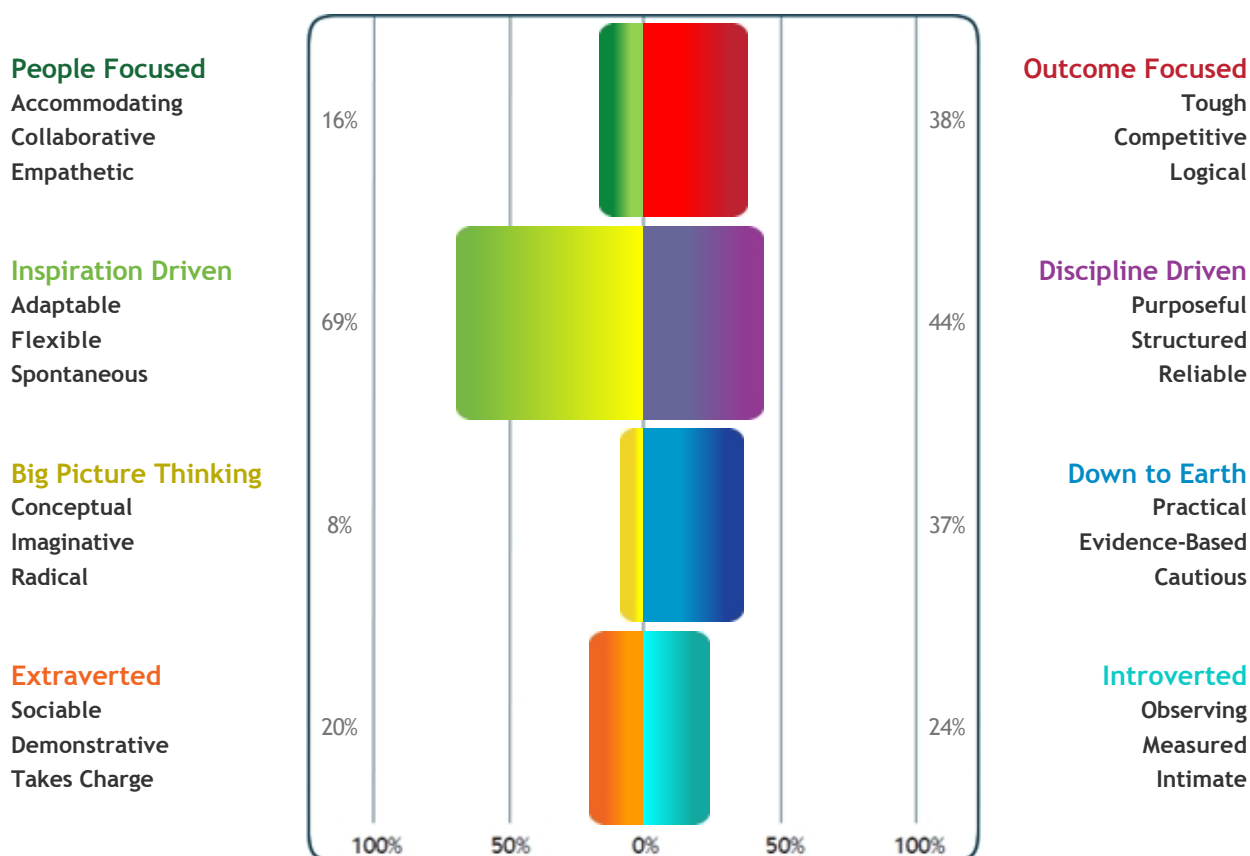
Your Archetype and Aspect Bars

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

10%



Accommodating

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

16%



Collaborative

Team player with a win/win mindset

28%



Empathetic

Considerate and in touch with other people's feelings

24%



Adaptable

Works in passionate bursts towards emergent goals

35%



Flexible

Easy going and informal

86%



Spontaneous

Makes quick gut-feel decisions

60%



Conceptual

An abstract thinker comfortable with complexity and ambiguity

7%



Imaginative

A source of new and creative ideas

3%



Radical

Embraces change and is willing to challenge tradition

60%



Sociable

Friendly and energised by interacting with others

39%



Demonstrative

Enthusiastic and expresses positive emotions

22%



Takes Charge

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

16%

Tough

Argues forcefully and is comfortable with conflict

19%

Competitive

Strong willed with a win/lose mindset

44%

Logical

Objective and rigorously applies reason

65%

Purposeful

Sets ambitious goals and then works diligently towards them

52%

Structured

An organised and effective planner

6%

Reliable

Disciplined and meets commitments

89%

Practical

Adopts a realistic and common sense approach

8%

Evidence-Based

Focused on observable facts and attentive to details

48%

Cautious

Resists change - prefers to stick with tried and tested methods

63%

Observing

Boundaried and energised by their inner world

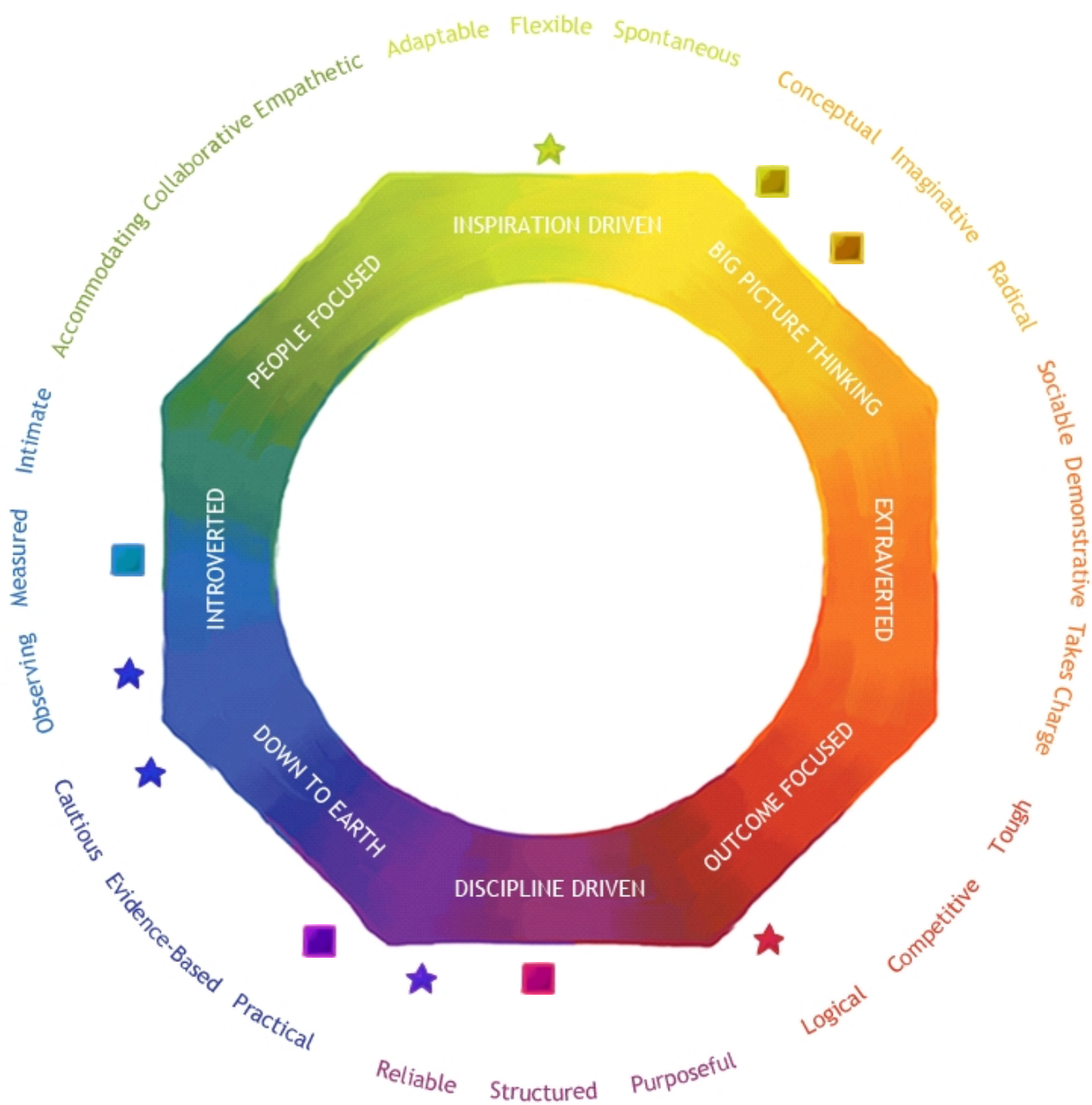
80%

Measured

Serious minded and contains positive emotions

6%

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.

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

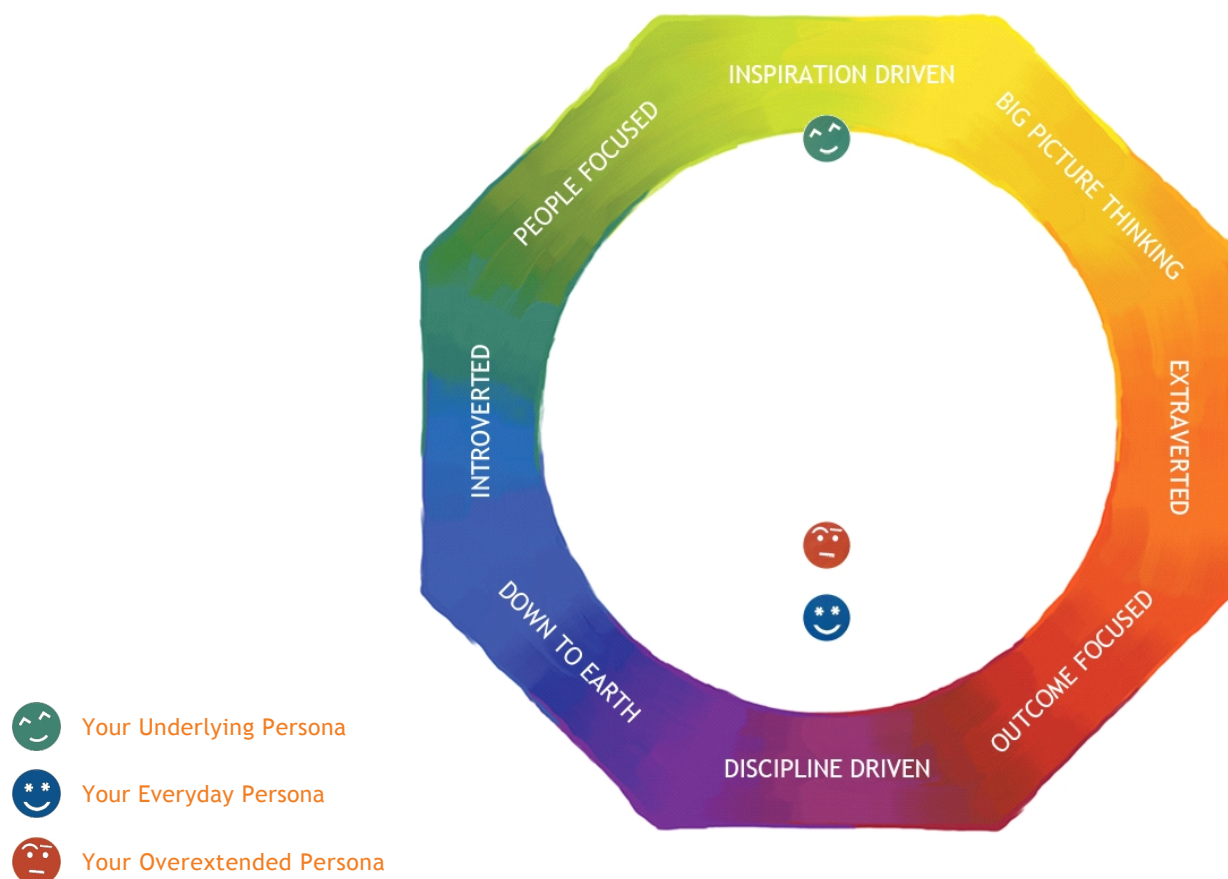
- This is who you are when put under stress
- Or how you react to unexpected events
- This persona can come into effect unconsciously

Notes

Your three persona positions

Your three Personas on the Lumina Mandala

Sarah, your underlying persona contains high amounts of Inspiration Driven Green. You enjoy coming up with ways to work around procedures that bar your progress. Your everyday persona most obviously uses Discipline Driven Blue. You are able to maintain a consistent level of work and you have a strong work ethic.



Sarah, the compelling dynamic behind your overextended persona is Discipline Driven Red. You can become very frustrated if you don't achieve your goals, even if you know from the outset that they require revision.

Your Three Personas



Your Underlying Persona

Sarah, you have a preference for using Inspiration Driven Green blended with Down to Earth and Introverted

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 prefer to work on tasks in small groups or on your own. Your methods are well suited to functioning independently but you can adapt well to working in a larger group.



Your Everyday Persona

Sarah, you most often use Discipline Driven Blue blended with Big Picture Thinking and People Focused

You aren't naturally inclined to make radical changes or argue for new ways of doing things, but you may have had to develop these qualities to improve your effectiveness. Combined with your other skills, this means you can sense opportunities when the time is ripe for change and act accordingly. Normally you enjoy working close to deadlines. However you sometimes find yourself in groups that cannot work well under this kind of pressure and therefore you need to keep this preference in check.



Your Overextended Persona

Sarah, when your overextended persona emerges you may notice that you use more Discipline Driven Red blended with Down to Earth and Inspiration Driven

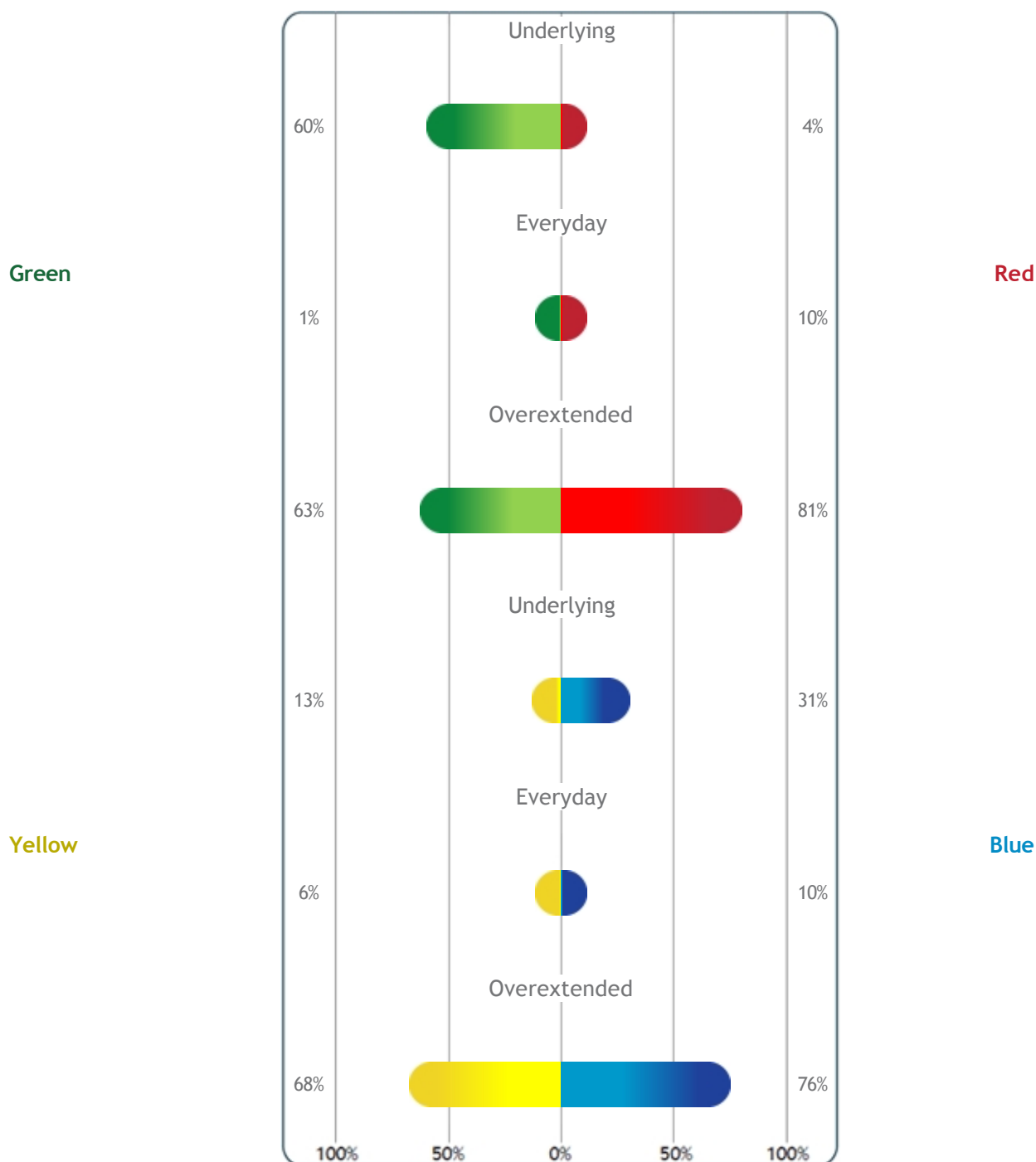
You normally avoid excessive data collection; when under pressure, however, you take refuge in the facts and can hide behind statistics. Facts are important but it's possible to spend so much time collecting them that you leave little opportunity to develop ideas or take action. You are not usually fixated 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 as a consequence. Whilst you may not want to admit it, you might not be fully aware of the impact your actions are having on the team.

Notes

Your Archetypes split by Persona

Your use of the four archetypes split by persona

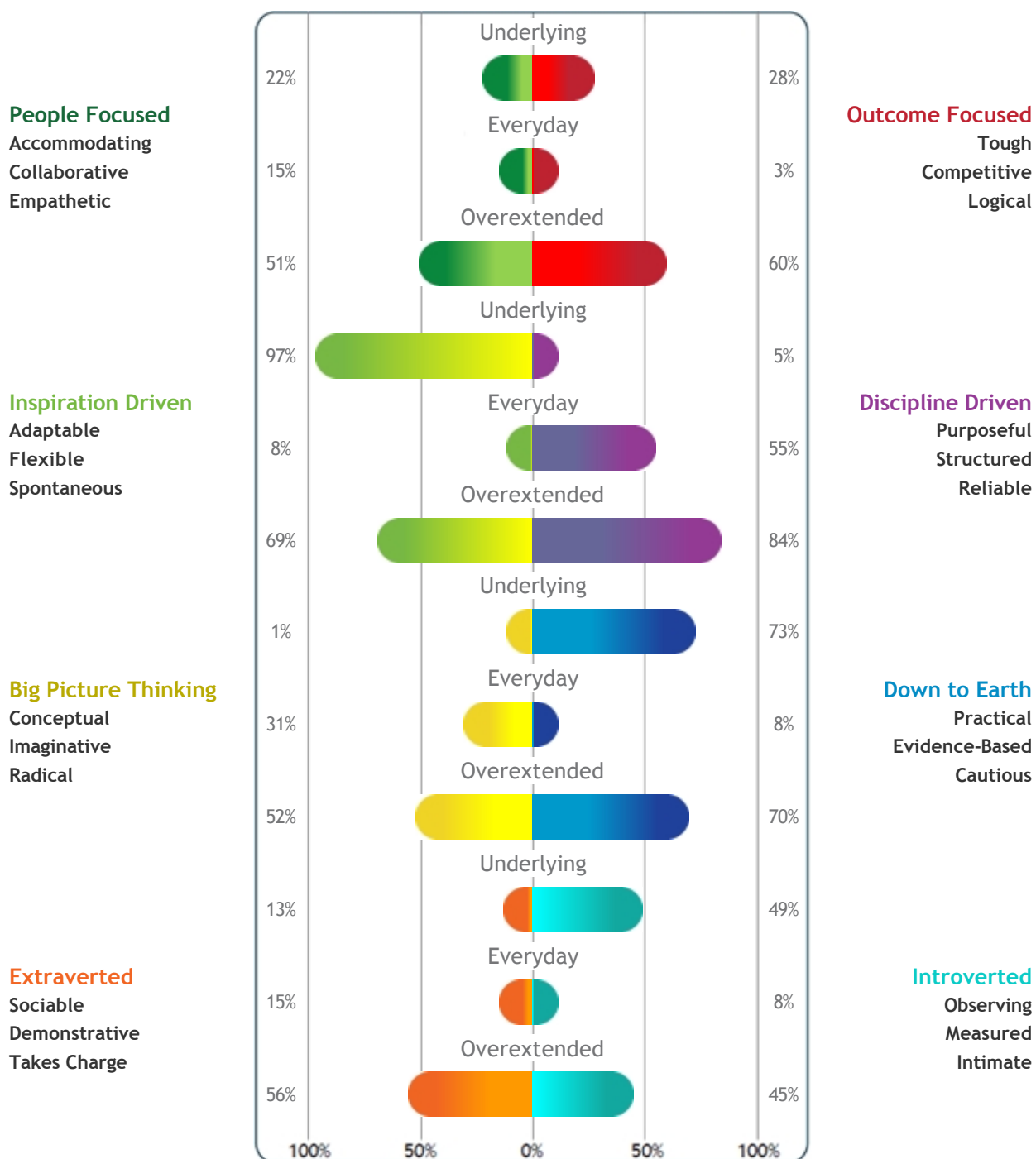
The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



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

30%



1%

Takes Charge

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

Accommodating

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

38%



41%

Tough

Argues forcefully and is comfortable with conflict

Collaborative

Team player with a win/win mindset

6%



24%

Competitive

Strong willed with a win/lose mindset

Empathetic

Considerate and in touch with other people's feelings

64%



42%

Logical

Objective and rigorously applies reason

Adaptable

Works in passionate bursts towards emergent goals

37%



8%

Purposeful

Sets ambitious goals and then works diligently towards them

Flexible

Easy going and informal

100%



1%

Structured

An organised and effective planner

Spontaneous

Makes quick gut-feel decisions

79%



60%

Reliable

Disciplined and meets commitments

Conceptual

An abstract thinker comfortable with complexity and ambiguity

2%



70%

Practical

Adopts a realistic and common sense approach

Imaginative

A source of new and creative ideas

1%



4%

Evidence-Based

Focused on observable facts and attentive to details

Radical

Embraces change and is willing to challenge tradition

24%



68%

Cautious

Resists change - prefers to stick with tried and tested methods

Sociable

Friendly and energised by interacting with others

80%



93%

Observing

Boundaried and energised by their inner world

Demonstrative

Enthusiastic and expresses positive emotions

11%



2%

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

15%



Accommodating

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

10%



Collaborative

Team player with a win/win mindset

15%



Empathetic

Considerate and in touch with other people's feelings

11%



Adaptable

Works in passionate bursts towards emergent goals

9%



Flexible

Easy going and informal

7%



Spontaneous

Makes quick gut-feel decisions

46%



Conceptual

An abstract thinker comfortable with complexity and ambiguity

10%



Imaginative

A source of new and creative ideas

18%



Radical

Embraces change and is willing to challenge tradition

91%



Sociable

Friendly and energised by interacting with others

12%



Demonstrative

Enthusiastic and expresses positive emotions

45%



Takes Charge

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

16%

Tough

Argues forcefully and is comfortable with conflict

10%

Competitive

Strong willed with a win/lose mindset

3%

Logical

Objective and rigorously applies reason

33%

Purposeful

Sets ambitious goals and then works diligently towards them

54%

Structured

An organised and effective planner

21%

Reliable

Disciplined and meets commitments

85%

Practical

Adopts a realistic and common sense approach

4%

Evidence-Based

Focused on observable facts and attentive to details

27%

Cautious

Resists change - prefers to stick with tried and tested methods

26%

Observing

Boundaried and energised by their inner world

26%

Measured

Serious minded and contains positive emotions

26%

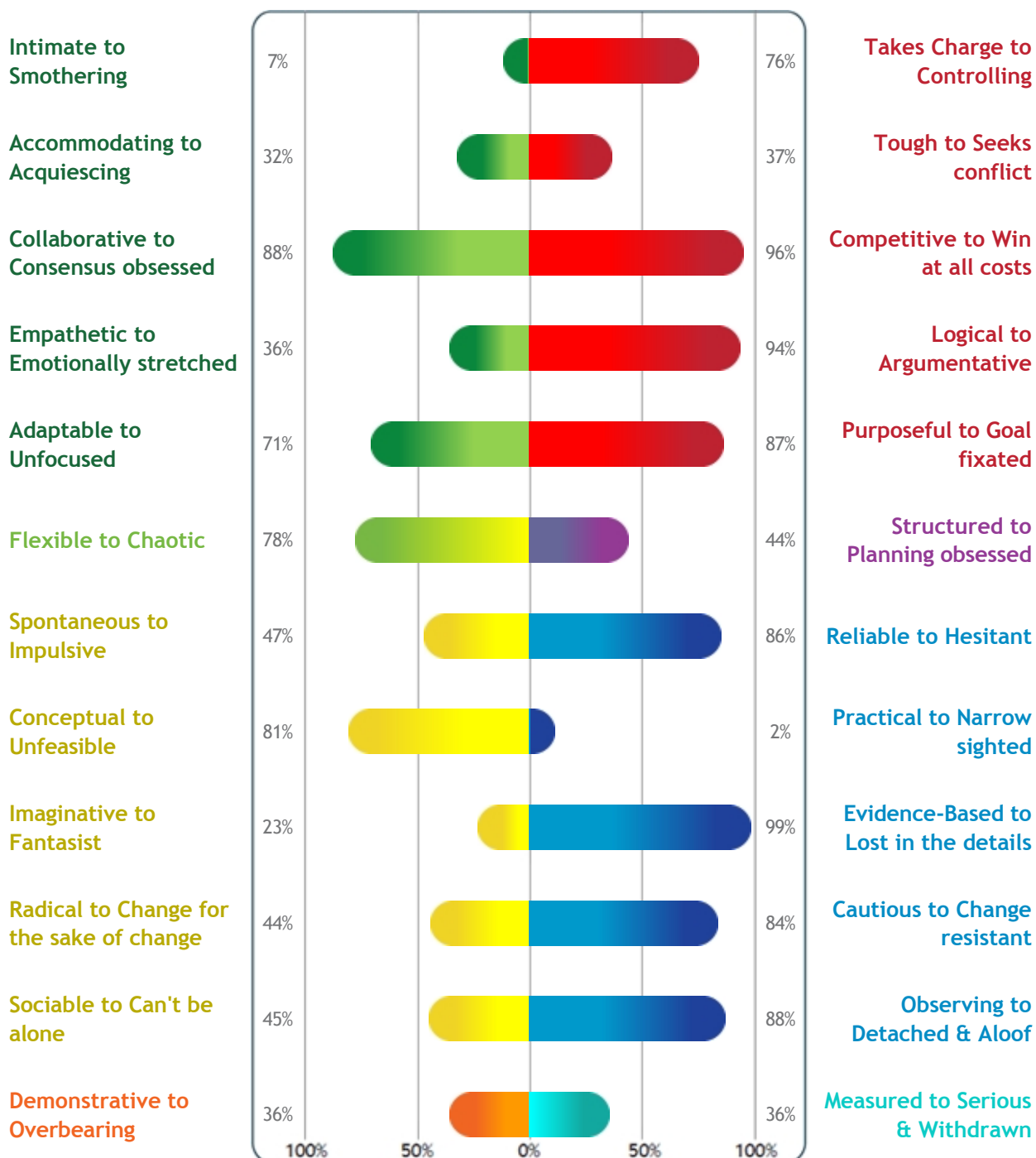
Your Overextended Qualities



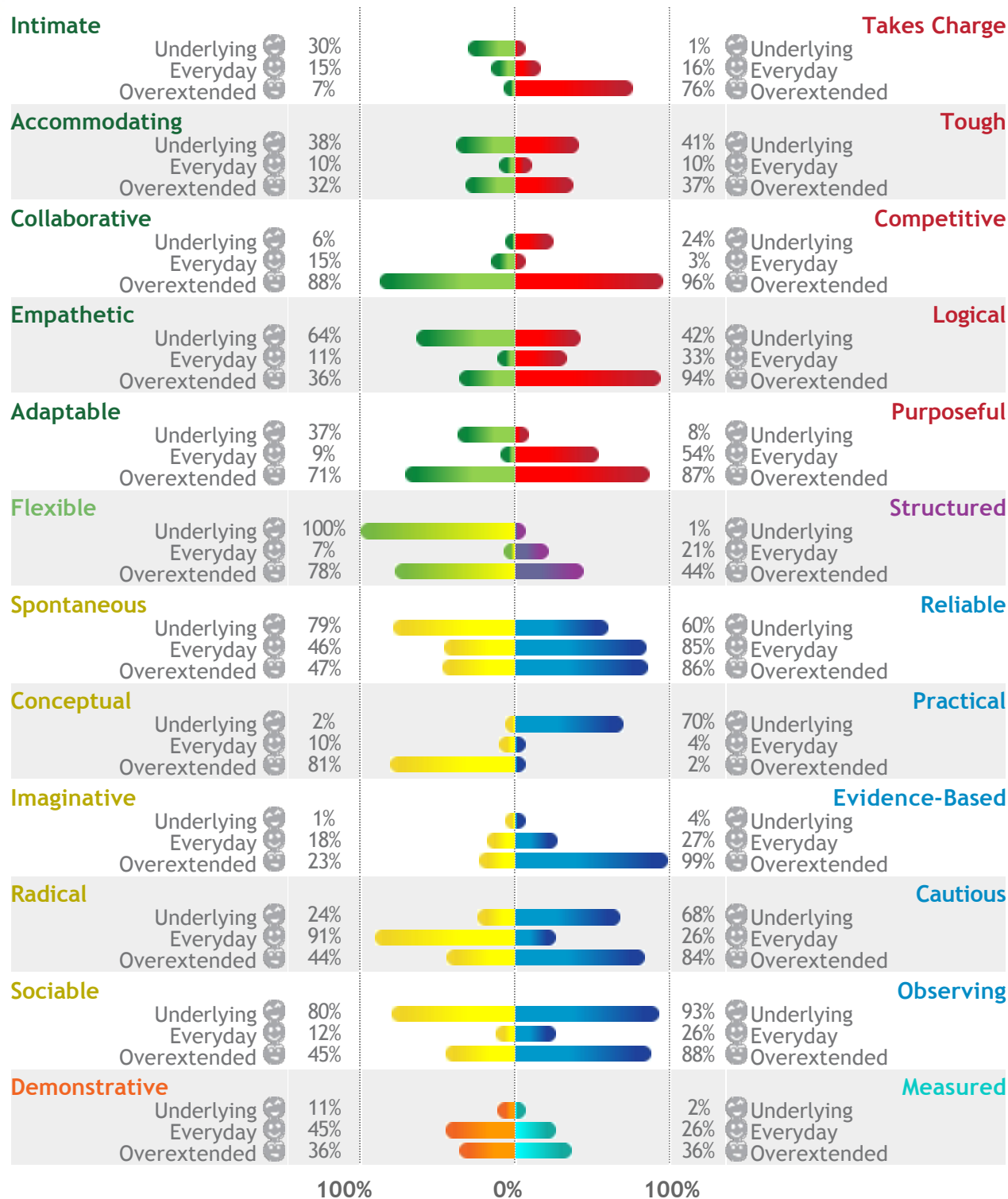
The twenty four qualities that make up your Overextended Persona



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.



Your Twenty Four Qualities in detail



Your Communication Preferences

Notes

When you communicate with others, you like:

- To consider other people's views and integrate them with your own ideas.
- To take responsibility seriously, but you are also able to make spontaneous decisions when you feel it will be conducive to attaining optimal results.
- To think before you speak because you only like to share clearly conceived ideas.

When others communicate with you, you like them:

- To be engaged in the creative process.
- To stay true to their word and reliable, while still being willing to talk about whatever comes to mind.
- To speak openly to you, but not pressure you to be as open in return.
- To trust the traditional systems are proven and work.

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

- Communication via forms and other administrative tools because you see it as indirect and impersonal.
- You don't like people to put you on the spot; you feel you need time to organise your thoughts and consider things before you speak. However, you dislike conversation partners who dismiss the importance of instinct and intuition.
- Sharing your emotions with individuals you don't know well; especially when people pry and push you to open up.

Here are some suggestions to improve your communication with others:

- Be sure to set aside time for your more impulsive team mates to discuss ideas containing uncertainty and ambiguity. The results will both surprise you and help infuse the evidence-gathering process with purpose.
- If you are part of a group that is discussing an issue, try to listen to them. Remember that speaking the loudest does not necessarily mean what you say is most important.
- Some communications are best put into writing; it produces a formal record of discussions and provides a checklist of items that need to be done.
- Spend time exploring problems from different sides. Looking at other possibilities can help you find solutions for issues and contingencies you may not have thought of.

Creating a High Performing Team

Notes

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

- Your easy-going nature can be a real asset to team building. Because you're not fazed by unexpected problems you can help the team cope with change, without losing momentum towards your collective goals.
- Time management is very important to you. In a team this has many strengths. You can make sure meetings stay focused. You have respect for other people's time and you can be good at keeping the whole group on track, all while helping the group spot opportunities as they appear.
- You like to think things through before giving your views. This considered approach can be a strength when dealing with mixed personalities in a group.
- Your ability to generate new approaches to getting the job done is an asset to teams seeking to challenge the status quo.

However sometimes you may overplay your strengths:

- Other people may find it hard to persuade you of their point of view, even if it is perfectly valid. You have a tendency to only believe things from your own experience.
- 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 get so involved in following processes and procedure that the team output suffers.
- Being self-contained and self-sufficient can mean that you don't try to get to know your team mates on a personal level. This can affect team morale.

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

- Your desire to keep things simple may keep you from recognising complex but important ideas.
- You can be so enthusiastic about what you want to say that you forget to consider the impact of your words on other people.
- You can be so focused on the present that you ignore future possibilities. As a result your team may produce only short-term solutions.
- You don't like to be tied down by rigid plans or structures. Unfortunately teams frequently use formal processes to get the most out of everyone when they work together in a group.

Here are some suggestions to improve your teamwork:

- Be open to others' gut feelings. They may not be in the plan, but they sometimes can be the best way to get to the required result.
- Let other people listen to you for a change. You have a valuable contribution to make which may both inform and inspire your colleagues.
- Use body language to show interest in discussions and to exhibit energy for the team's goals.
- 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.

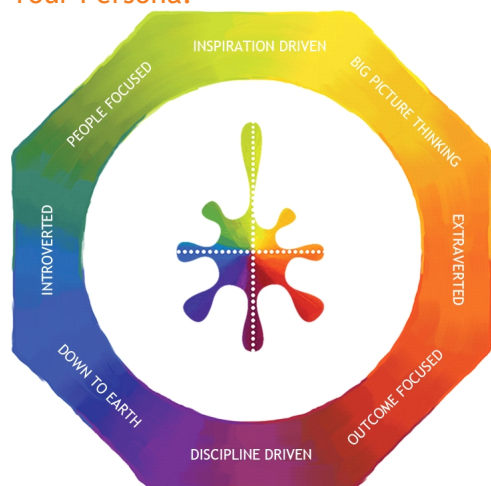
Valuing Diversity

Recognising your psychological opposite

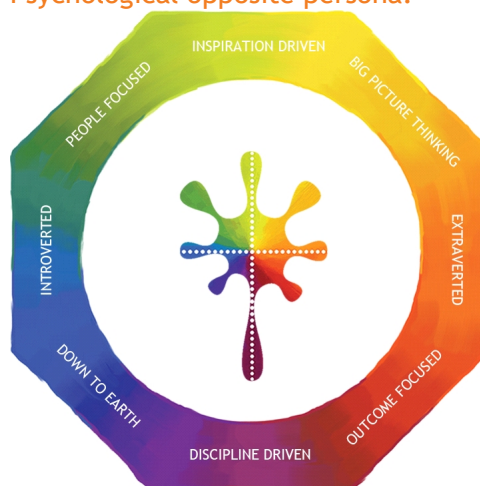
Sarah, everyone has encountered people whose personas are the opposite of their own...

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 extremely committed to keeping your word but your opposite is disorganised and has trouble focusing on priorities.

Working with your Opposite

Notes

What is good about working with your opposite:

- You normally have trouble asserting order in your work environment but your opposite has a talent for keeping things organised and scheduled. This can help you stay on track and to stick to prearranged timetables.
- Something that you should take from working with your opposite is the way that they can tune out distractions and focus exclusively on the task at hand. This single-minded approach can help you stay on track and stop you getting lost in hypothetical alternatives.
- Your psychological opposite can help you keep a record of the progress you have made by prompting you to keep things in writing. This allows you to keep an eye on how things have developed over time so you can stay informed when planning your future actions.

Some problems you might encounter:

- Sometimes you find yourself swamped with data and you are quite comfortable sifting through it. However your opposite will spot any time wasting when it occurs. They may well try to get you to redirect your energies elsewhere, whilst you argue that data is more important than other considerations.
- You may find that there is a lack of trust between you and your psychological opposite; they believe you put your own interests first, even if doing so hinders shared goals.

Some ideas to build your working relationship:

- Make sure that the information you enjoy collecting serves the team goal. One way of doing this is to have your opposite propose the task while you gather the data to back it up.
- It is important for you to build trust between yourself and your team members. When working with your opposite, you can demonstrate trust by focusing on mutually achieving your goals to ensure combined success.

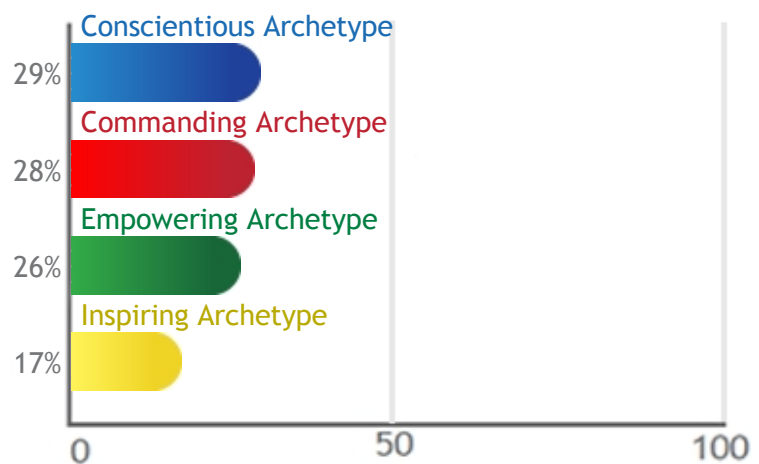
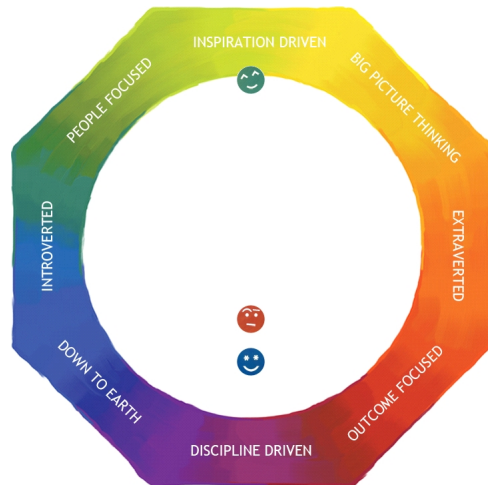
Seeing Yourself in Others

Recognising your mirrored self

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

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

Remember Your Persona . . .



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

One example of how you might find working together very easy is that you can both trust one another to come through good on your commitments. Not only that, but you are also both highly capable of acting on the spur of the moment. You bring out your sense of camaraderie as the deadline draws close to give you that extra boost of energy. 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

Notes

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 highly fluid and interchangeable working relationship where you swap roles easily.
- You share a relationship of trust. You can both rely on one another to keep your word, and know that even under stressful conditions you both work to the best of your abilities.
- You share a relationship of trust. You know one another will keep cool in stressful conditions and that, even as the deadline closes in, you feel confident you can rely on your opposite to deliver.

Some problems you might encounter:

- There is a chance that you may both become alienated from the rest of the group when pursuing your priorities. Data collection can be extremely time consuming and you can end up holding up the collective drive to deliver results.
- You each contain a very strong desire to be the best. So much so that you can become shy in group situations for fear of unleashing your powerful but suppressed competitive sides.

Some ideas to build your working relationship:

- Sometimes you should put the needs of the team before the needs of you and your mirrored self. Whilst you would feel more comfortable collecting more evidence, your team might want to take what they already have and move forward.
- To encourage a feeling of team camaraderie, it might help if you and your mirrored self put less emphasis on achieving your personal goals. Spend more time helping others in the team achieve the group's goals.

GROWS - Co-Creating Results

Step 1: Articulate Your Goal:

Step 5: Support - Who can you enrol to help you?

Step 3: Options - Write down all your ideas



Step 2: Reality - What are the facts?

Step 4: Will - What will you do?
What action will you take?

Notes

Two quotes to inspire you

Notes

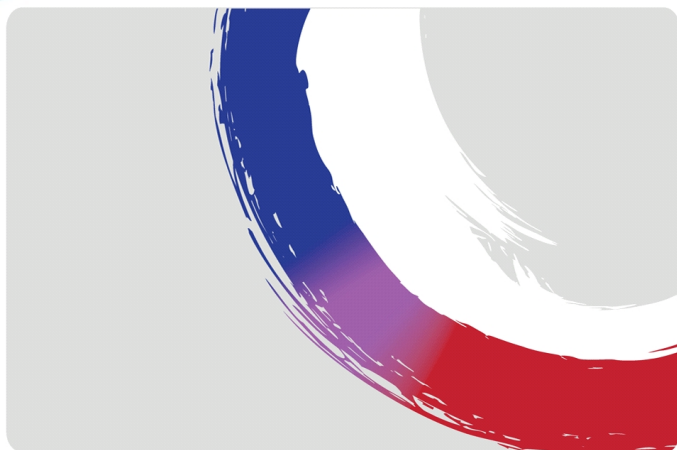
He was trustworthy ... That's why people followed him. - Dennis McNally

You recognise the importance of being trustworthy and you like to see that quality in yourself. You know that, when you give your word and commit to doing something, you follow through and deliver. You know that people respect this because it means they can trust your honesty and dedication. When people trust each other they work more effectively and different elements of a widespread team will gather tightly around a trustworthy leader.

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.

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