



Graham Cohen
Lumina Spark Portrait
Inspirational and Practical Personal Development

"You attract what you hold in your awareness."

-Unknown

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Welcome



Hello Graham ,

I am grateful to share your Lumina Spark portrait with you. Please be mindful of the below following descriptions as to how I see your Lumina Spark assessment enabling your performance development.

Your portrait is an awareness tool
Your portrait shares with you your blind spots causing blind behaviors
Your portrait is a snapshot of what you do and don't do naturally
Your portrait will allow others to notice, observe, and coach you
Your portrait helps you have a self awareness to your innate talents
Your portrait is a catalyst for a dialogue and a conversation

My highest hope for you is that your Lumina Spark portrait helps you to see into yourself "beyond the obvious" allowing you to become a "creator of future circumstances" to ensure that the best day you have ever had is still one that is out ahead of you.

Onward and Upward.

A handwritten signature in blue ink, consisting of several overlapping loops and a vertical stroke, appearing to be the name 'Marcel Brunel'.

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 behaviors. 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 behavior. 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 behaviors that you rarely display. It will also make distinctions between your behavior 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 judgment of who you are; it is simply an aid to guide you towards a better sense of self-awareness to allow you to recognize your strengths and possible areas for development in the near future.

Your Inner Spark

You have always been quick to embrace change; in fact, your favorite role is as the instigator of change! You pride yourself on your radical thinking and enjoy challenging your more traditional colleagues with your best ideas. When other people present uninspired ideas you feel the need to highlight what is missing.

It frustrates you when people are unwilling to challenge the status quo, and you may see these change-resistant people as lazy thinkers. You are drawn to the idea of change rather than repelled by it. You do not find it easy to accept something cannot be changed, and you take this as a challenge to find a way. You are good at playing devil's advocate - not for the sake of petty conflict, but to encourage healthy debate.



Your Inner Spark

Some consider you one of the "movers and shakers" of your organization, and you enjoy this reputation. After all, only by challenging the most deeply held ideas and aims can an organization move with the times and avoid stagnation.

The status quo can bore you, giving you the drive to change things for the better. That same drive may lead you to seek out change for change's sake however, and this may lead some to see you as reckless. It may also be difficult for you to accept that some change is gradual, if only because other people take longer than you to accept it. You see no value in always taking the safe, unambitious choice. You believe that being extremely careful all the time is only a guarantee that nothing good or bad will ever happen to you.

You know that being enthusiastic and cheerful is a very effective way to fire others up and get the job done. People enjoy being around you and your energy rubs off on them. Other people can experience you as being very inspirational and many people would like to have you on their team just for your energy and vitality.

You have a fast moving and focused lifestyle. You like to be direct and active in what you do. There will be occasions when you will want some free time to relax, but on the whole you will have a busy schedule full of meetings, activities and a good dose of hard work.

Others see you as a happy person (at least this is the image you present) and may be surprised to know that inside, there are a number of things that could bring you discontent. That said, most of the emotions you express in the workplace will be positive ones, communicating them not just with your words but also your body language and tone of voice. You know that expressing positive emotions will encourage those around you to work to their best and be better able to reach expected results.

Colleagues will find you quite convincing, just with the sheer power of your communication style. You can put this to good use by inspiring a greater level of productivity in the workplace. However, some more contained introverted people may be overwhelmed by your communication style. You should make an effort to notice others' reactions and be sensitive to their needs in order to keep them engaged and motivated.

Your Inner Spark

Communication

You are usually frank and honest. You do not do this out of a lack of respect, but to convey your meaning clearly and directly without confusion. You are also willing to soften your tone to avoid causing unnecessary conflict.

You enjoy discussing abstract ideas, because it is in the abstract that you are most comfortable.

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

Leadership & Working With Others

People think of you as something of a visionary leader. You have a lot of innovative ideas and you see possibilities that your team can work with that others might have missed. Those who work alongside you will never be short of ideas and they know they can rely on you for a constant source of creativity. If your team gets stuck you encourage them to think of inventive solutions to resolve the issues at hand.

Your true colors in order



Your most used color energy is Commanding Red. One example of your Red energy is the dedicated way you pursue your goals. This can be an excellent motivating force and you can get a lot done. However it can also cause 'tunnel vision' and you might ignore important things happening around your objectives.



Your second color energy is Inspiring Yellow. Your Yellow energy can be seen when you look for ways to change how things are done. Think about times when you have been motivated by a desire to improve the way something works. What inspires your vision for change?



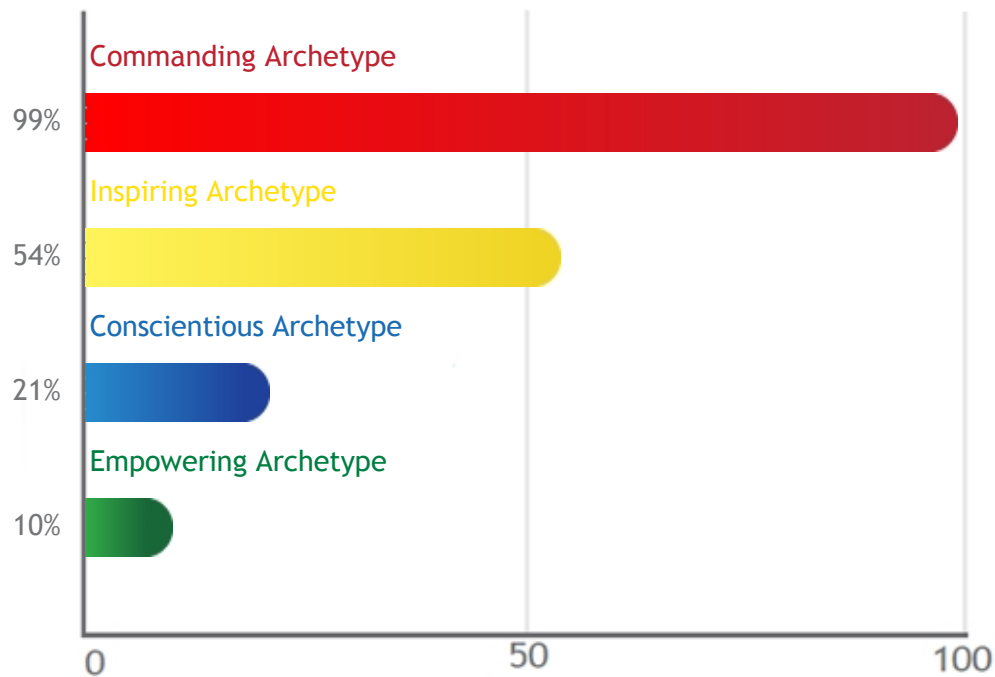
Your third color energy is Conscientious Blue. Others might see your Blue energy in the way that you stick to your word and do your best to keep your promises. Other people can see you as a trustworthy person who can be relied on.



Your least used color energy is Empowering Green, but this does not mean that you never use these qualities. One way you might recognize your Green energy is the emphasis you sometimes put on teamwork and cooperation. This can make things run a lot more smoothly when everyone is pointed in the same direction.

How you use the four archetypes

Your four archetypes:



You always lead using the color Commanding Red. You always try to balance confrontation with compromise. You have a very driven way of working and you like to encourage those around you to keep up with the pace you set. Your second color is Inspiring Yellow and you tend to use a relatively large amount of this energy as well. You see that every cloud has a silver lining. Problems contain new possibilities and ideas to be explored. You are always on the lookout for opportunities to introduce change into your organization. Your third color archetype is Conscientious Blue. You are energized by both your desire to keep your promises and a fear of the consequences of breaking them. You can create highly detailed timelines to make sure projects are delivered on schedule. It would take a very unusual situation for you to access your Empowering Green energy.

Your eight aspects on the Spark Mandala

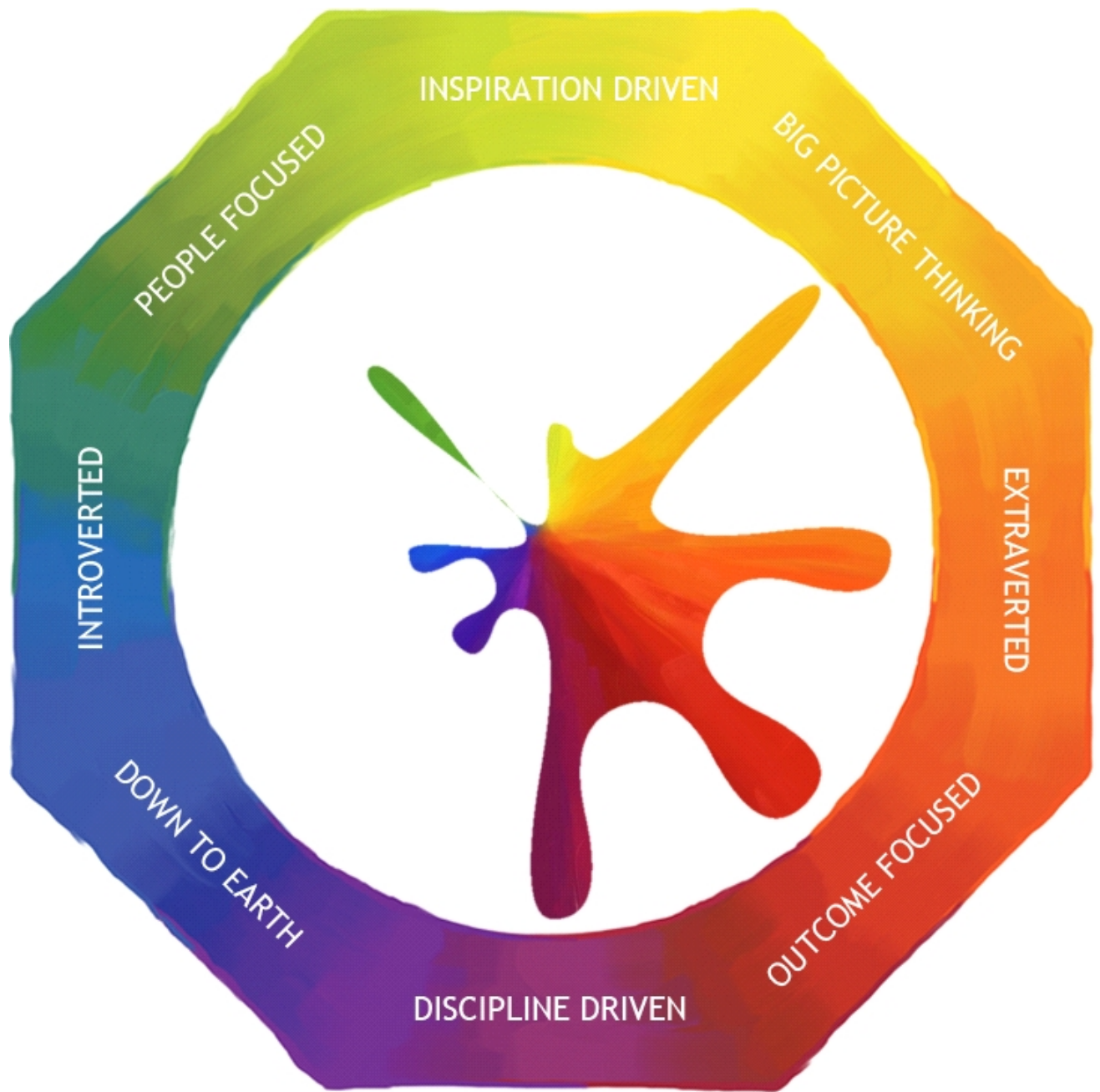
Graham , on your Color Mandala you can see eight aspects of your behavior:

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



(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".

Graham Cohen - Your Spark Mandala



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Q Lumina Splash



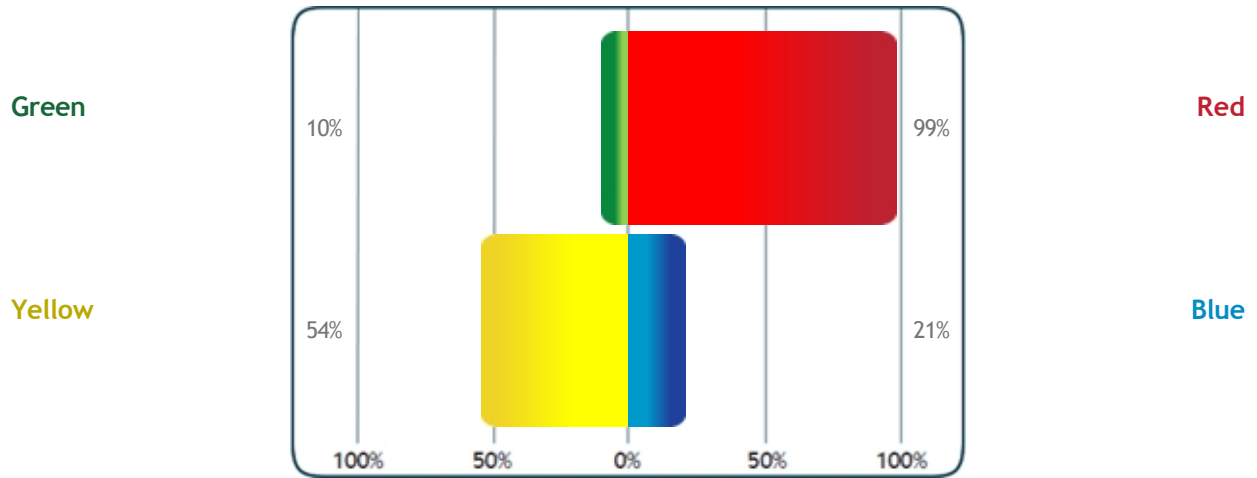
Personalized Portrait for Graham Cohen - facilitated by Marcel Brunel

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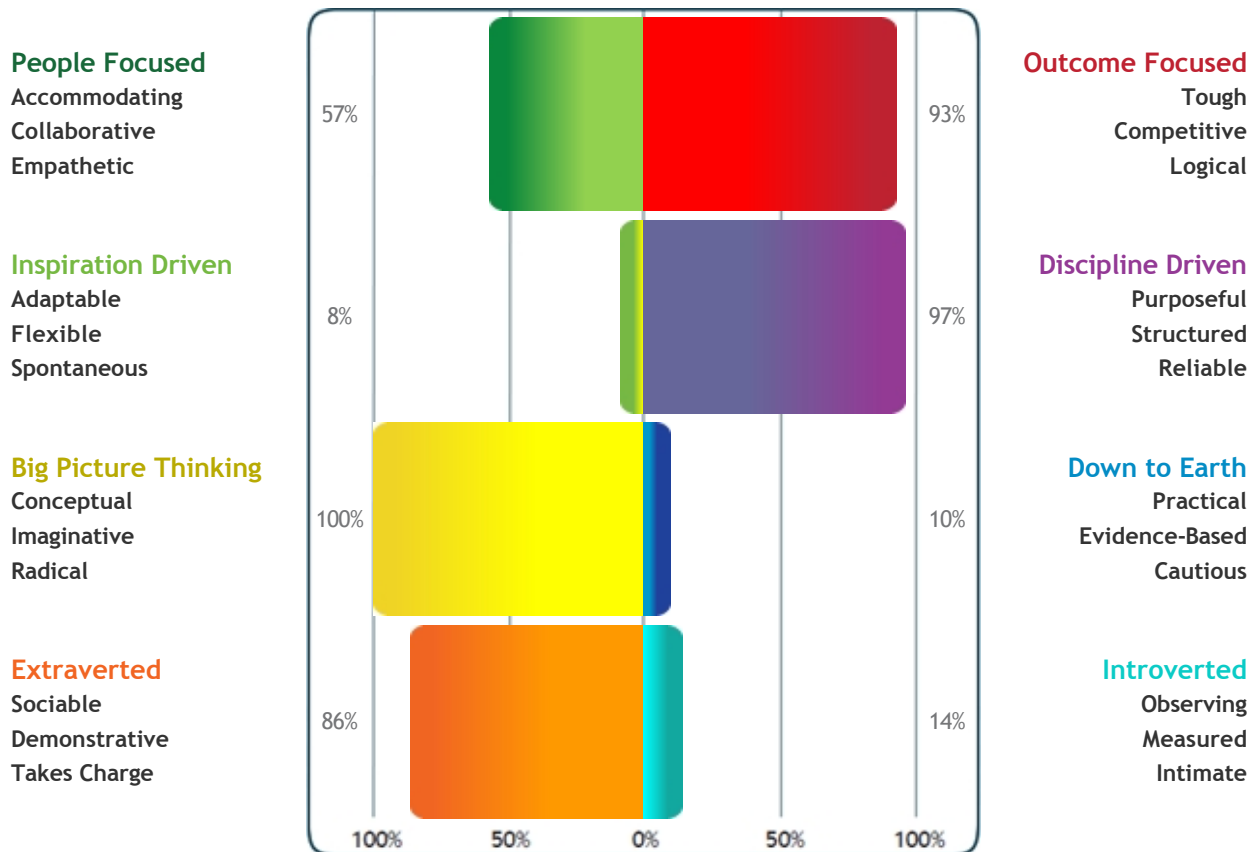
Your Archetype and Aspect Bars

Your use of the Four Archetypes

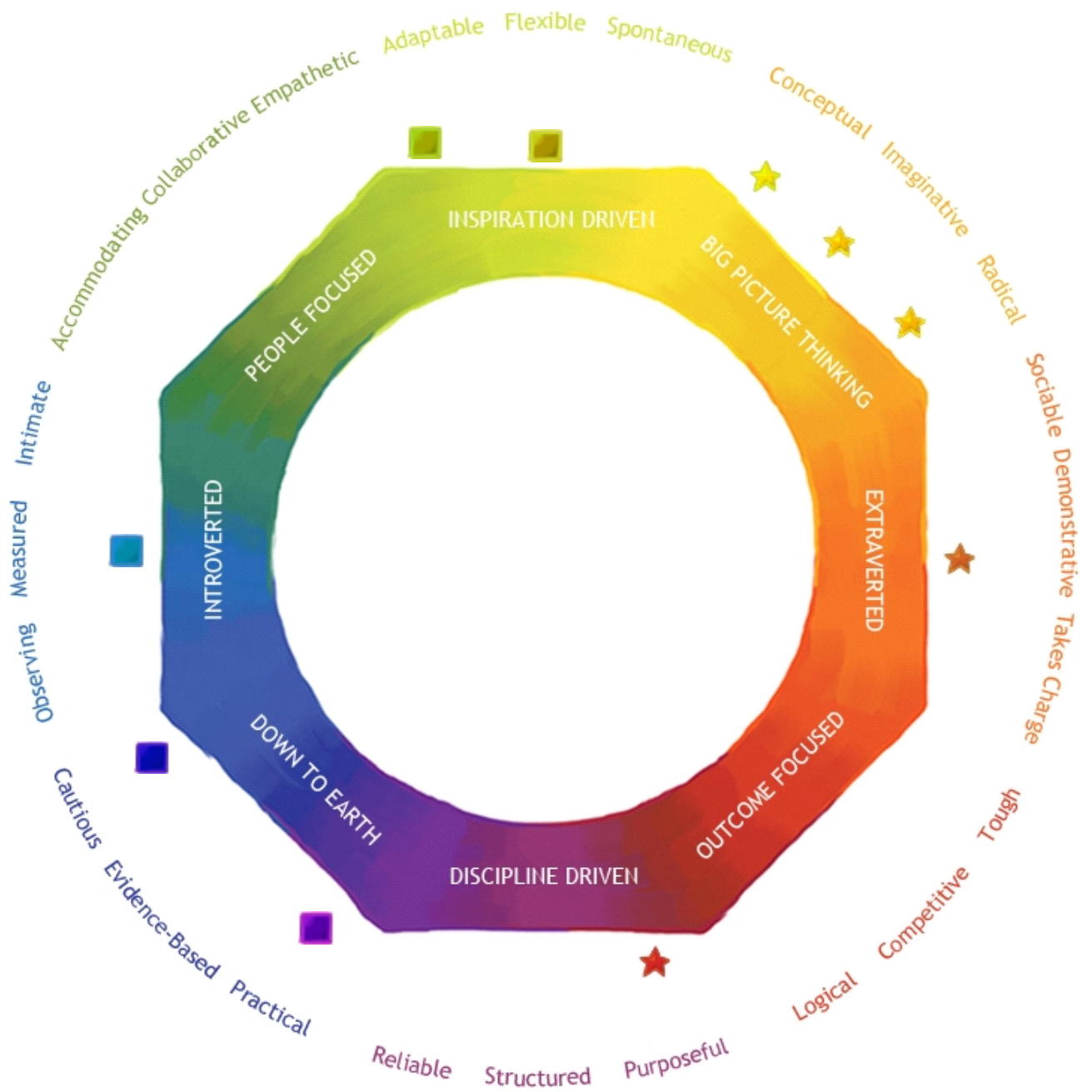
The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



Your use of the Eight Aspects which underpin the Four Archetypes



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 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

21%



Takes Charge

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

80%

Accommodating

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

63%



Tough

Argues forcefully and is comfortable with conflict

96%

Collaborative

Team player with a win/win mindset

86%



Competitive

Strong willed with a win/lose mindset

69%

Empathetic

Considerate and in touch with other people's feelings

15%



Logical

Objective and rigorously applies reason

74%

Adaptable

Works in passionate bursts towards emergent goals

4%



Purposeful

Sets ambitious goals and then works diligently towards them

97%

Flexible

Easy going and informal

7%



Structured

An organized and effective planner

82%

Spontaneous

Makes quick gut-feel decisions

50%



Reliable

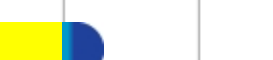
Disciplined and meets commitments

94%

Conceptual

An abstract thinker comfortable with complexity and ambiguity

96%



Practical

Adopts a realistic and common sense approach

15%

Imaginative

A source of new and creative ideas

98%



Evidence-Based

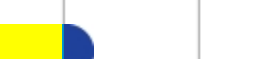
Focused on observable facts and attentive to details

25%

Radical

Embraces change and is willing to challenge tradition

99%



Cautious

Resists change - prefers to stick with tried and tested methods

7%

Sociable

Friendly and energized by interacting with others

61%



Observing

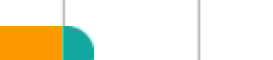
Boundaried and energized by their inner world

22%

Demonstrative

Enthusiastic and expresses positive emotions

97%



Measured

Serious minded and contains positive emotions

9%

100% 50% 0% 50% 100%

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 recognize their Underlying Persona and their Everyday Persona. This is because you can recognize your motivations and day to day behavior 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 Personas



Your Underlying Persona

Graham , you have a preference for using Outcome Focused Red blended with Big Picture Thinking and Discipline Driven energy

You are naturally a direct person and you can be very forthright. You like to confront issues and get to the bottom of things in a quick and efficient manner. You like to push yourself with goals that test the limits of your ability. You prefer working in an environment with a very driven and focused work ethic where everyone pushes themselves hard to meet their objectives.



Your Everyday Persona

Graham , you most often use Big Picture Thinking Red blended with Discipline Driven and Outcome Focused energy

You are not by nature a particularly open person. However, you notice that some people feel more comfortable working with you when you access your emotions and express them positively. Even when you don't feel truly enthusiastic, you can act your way into it to motivate those around you. You don't think of yourself as a natural 'peacekeeper' but there are often times when you are called upon to resolve conflicts. This is because you are good at finding good compromises and quickly calming everyone down.



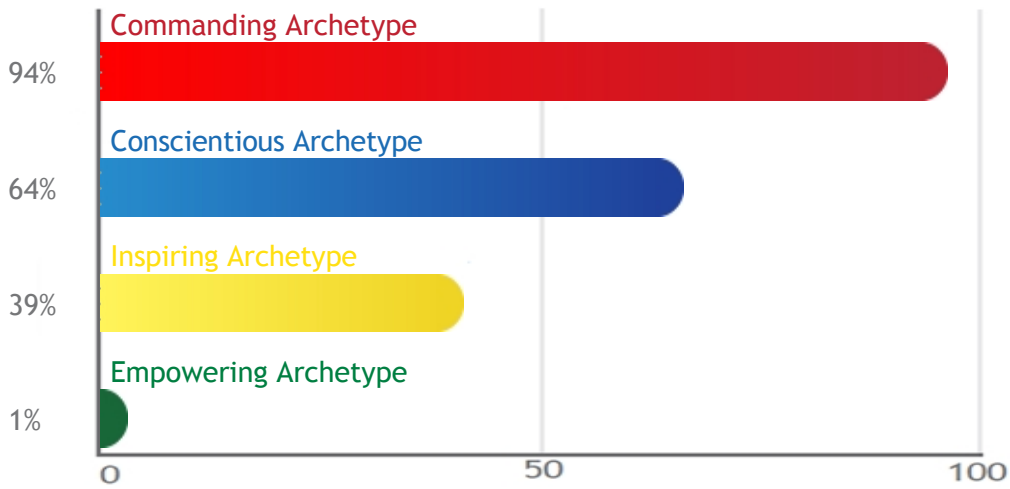
Your Overextended Persona

Graham , when your overextended persona emerges you may notice that you use more Big Picture Thinking Red blended with People Focused and Extraverted energy

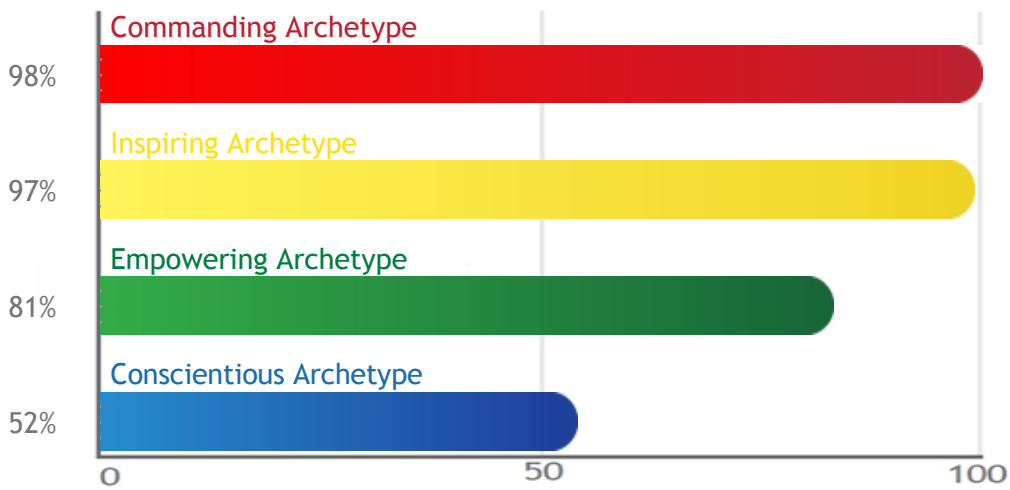
You tend to work well in teams. However when it comes to the end of a long sequence of stressful projects, you may find that you place less value on your own achievements than they deserve. Everyone within a team deserves to be given credit for their efforts and that includes you as well. You don't usually push for control in a group. However if you feel things aren't going well, you will often try to step in and take personal charge of every aspect of the operation. If you let this need for control run loose, it is likely to slow things down even further as you attempt to micromanage at an unrealistic level.

Archetype by persona overview

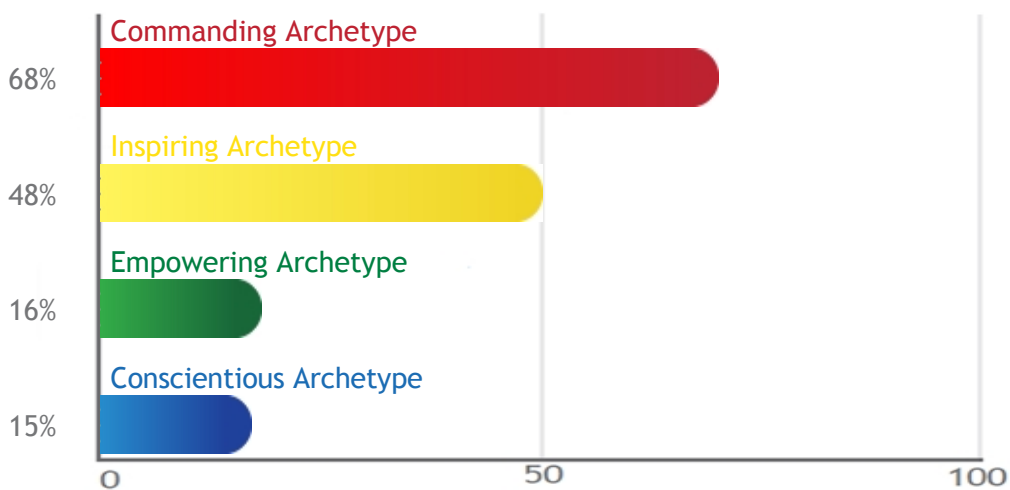
Underlying



Everyday



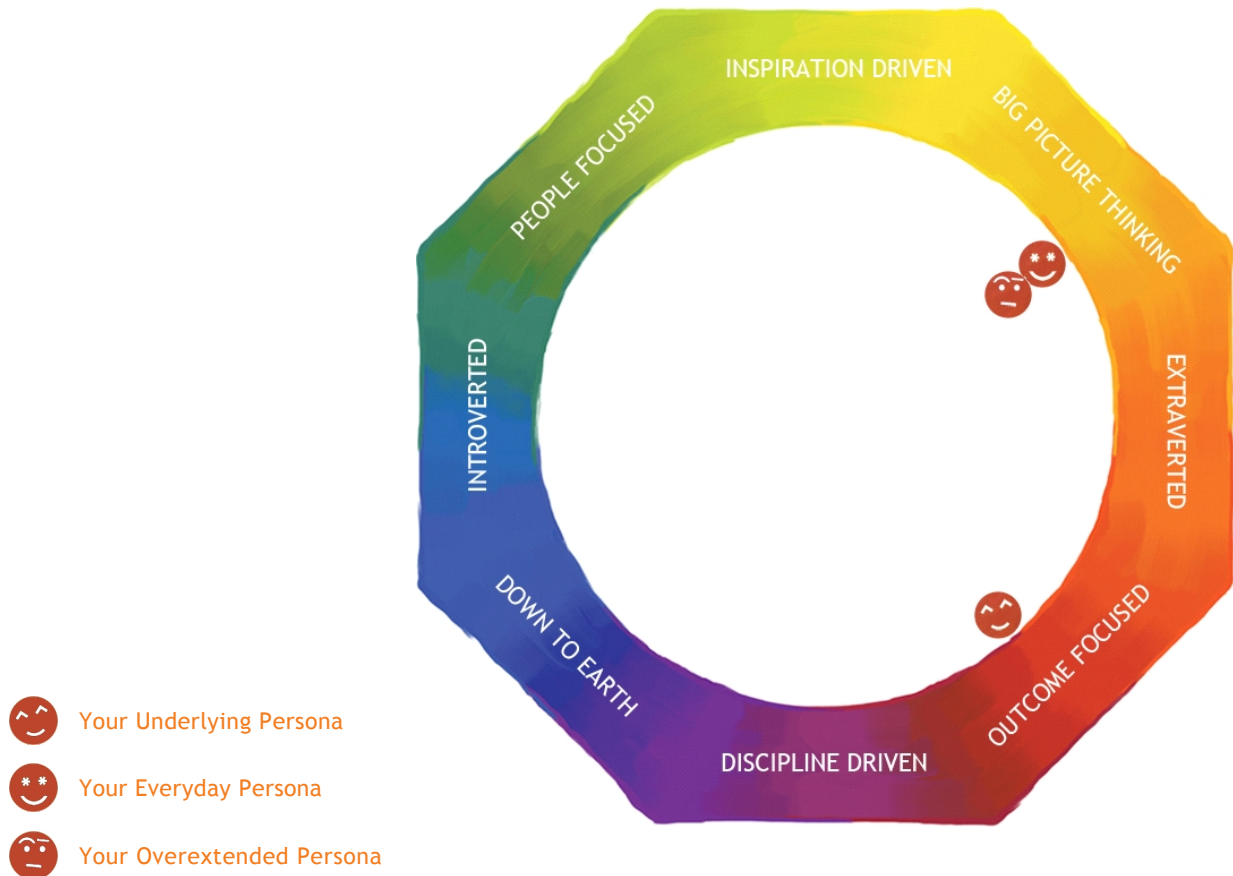
Overextended



Your three persona positions

Your three Personas on the Lumina Mandala

Graham , your underlying persona tends to be Outcome Focused with Red energy. You have an underlying preference for being direct and to the point in your communication style. The main distinguishing quality of your everyday persona is Discipline Driven Red energy. When you have set yourself a goal, you will do everything you can to achieve it. You rarely give up, even when a positive outcome looks unlikely. Instead you adapt your goal to account for the difficult circumstances you are in.



Graham , sometimes your overextended persona becomes quite Extraverted and uses a lot of Red energy. You can get caught up in the pursuit of power and ignore the objectives of the group as a whole.

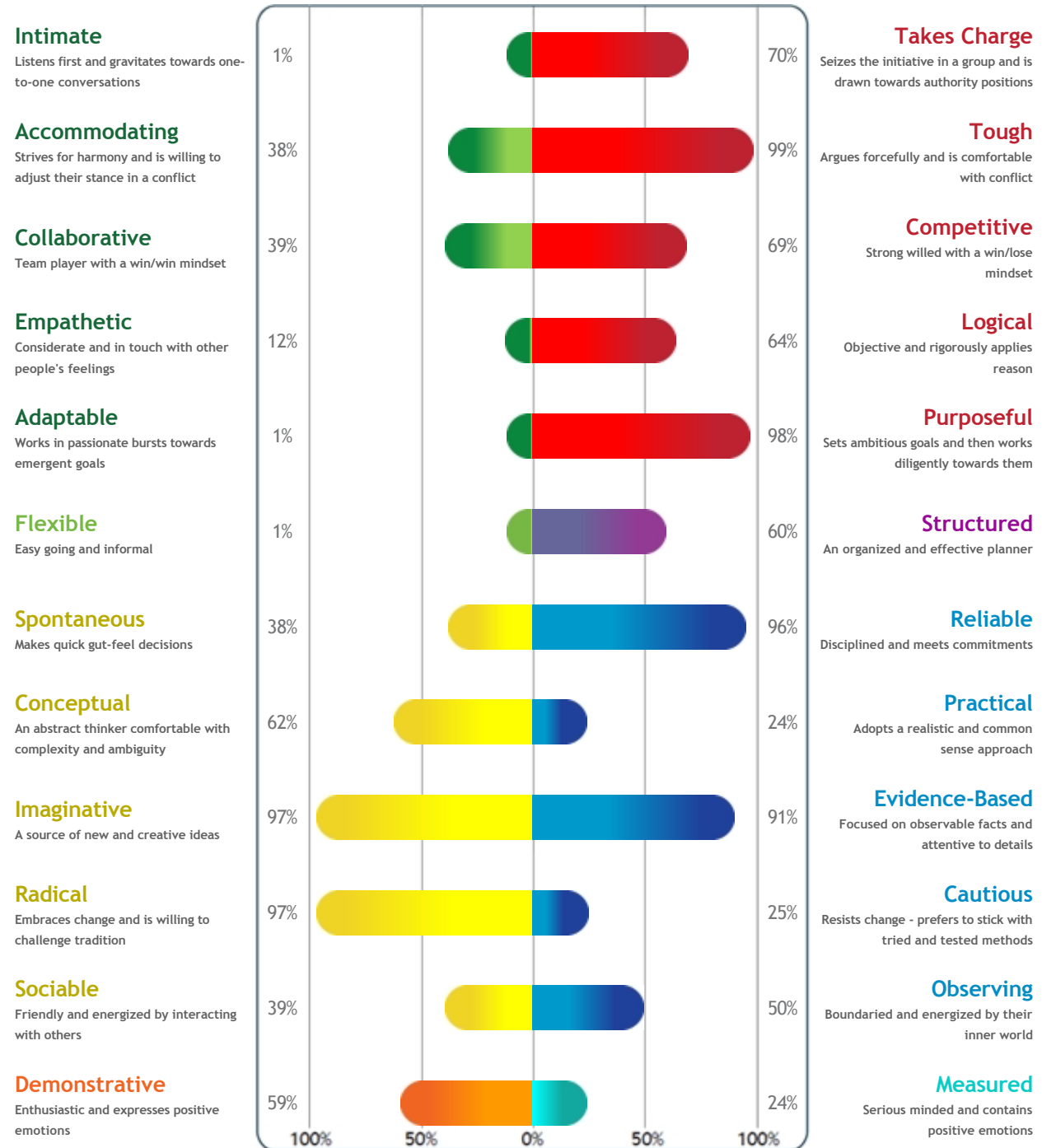
Your Underlying Qualities



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

79%



Accommodating

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

87%



Collaborative

Team player with a win/win mindset

31%



Empathetic

Considerate and in touch with other people's feelings

4%



Adaptable

Works in passionate bursts towards emergent goals

51%



Flexible

Easy going and informal

87%



Spontaneous

Makes quick gut-feel decisions

87%



Conceptual

An abstract thinker comfortable with complexity and ambiguity

91%



Imaginative

A source of new and creative ideas

95%



Radical

Embraces change and is willing to challenge tradition

91%



Sociable

Friendly and energized by interacting with others

85%



Demonstrative

Enthusiastic and expresses positive emotions

96%



Takes Charge

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

32%

Tough

Argues forcefully and is comfortable with conflict

92%

Competitive

Strong willed with a win/lose mindset

74%

Logical

Objective and rigorously applies reason

79%

Purposeful

Sets ambitious goals and then works diligently towards them

94%

Structured

An organized and effective planner

66%

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

15%

Cautious

Resists change - prefers to stick with tried and tested methods

26%

Observing

Boundaried and energized by their inner world

26%

Measured

Serious minded and contains positive emotions

68%

100% 50% 0% 50% 100%

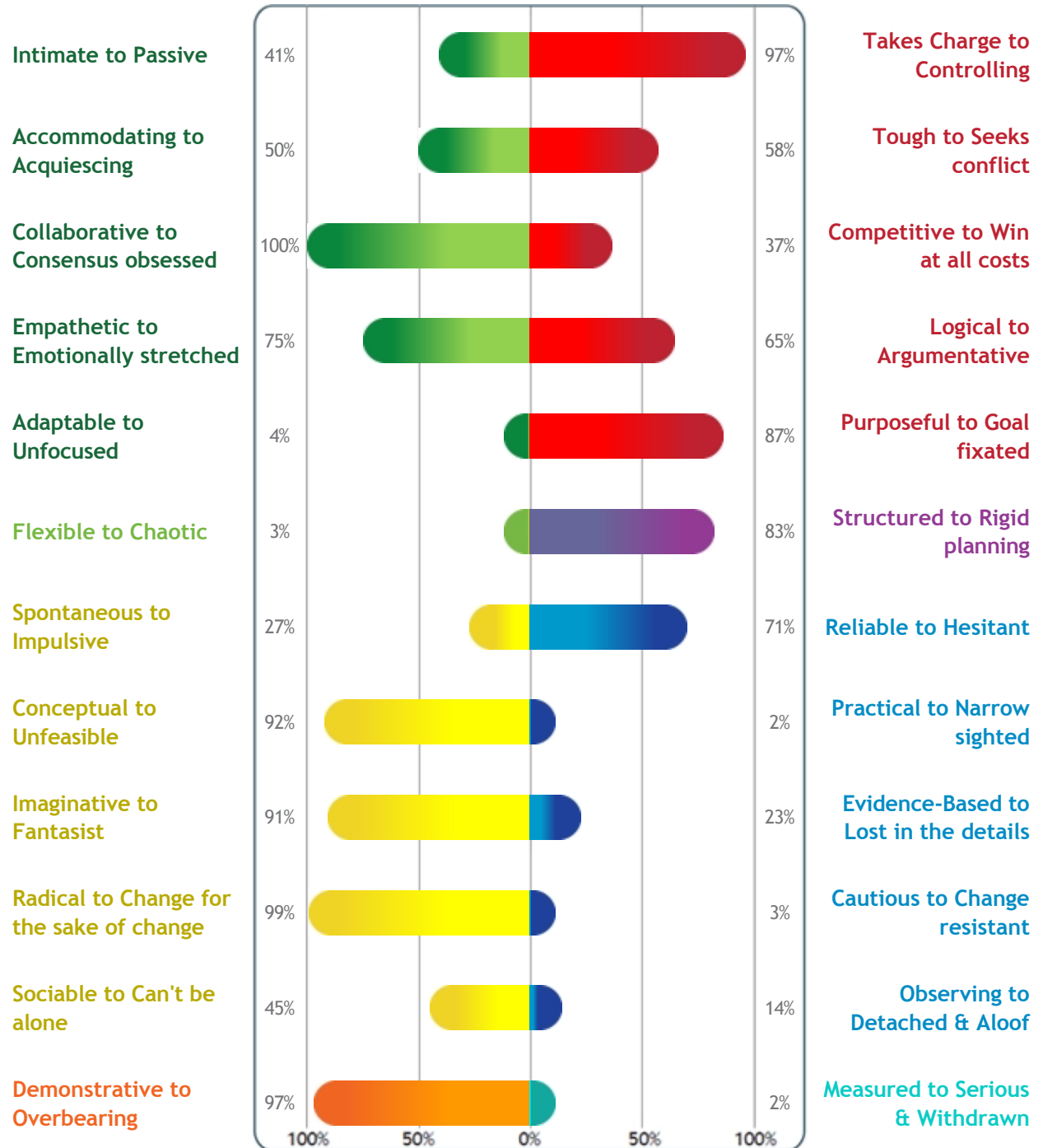
Your Overextended Qualities



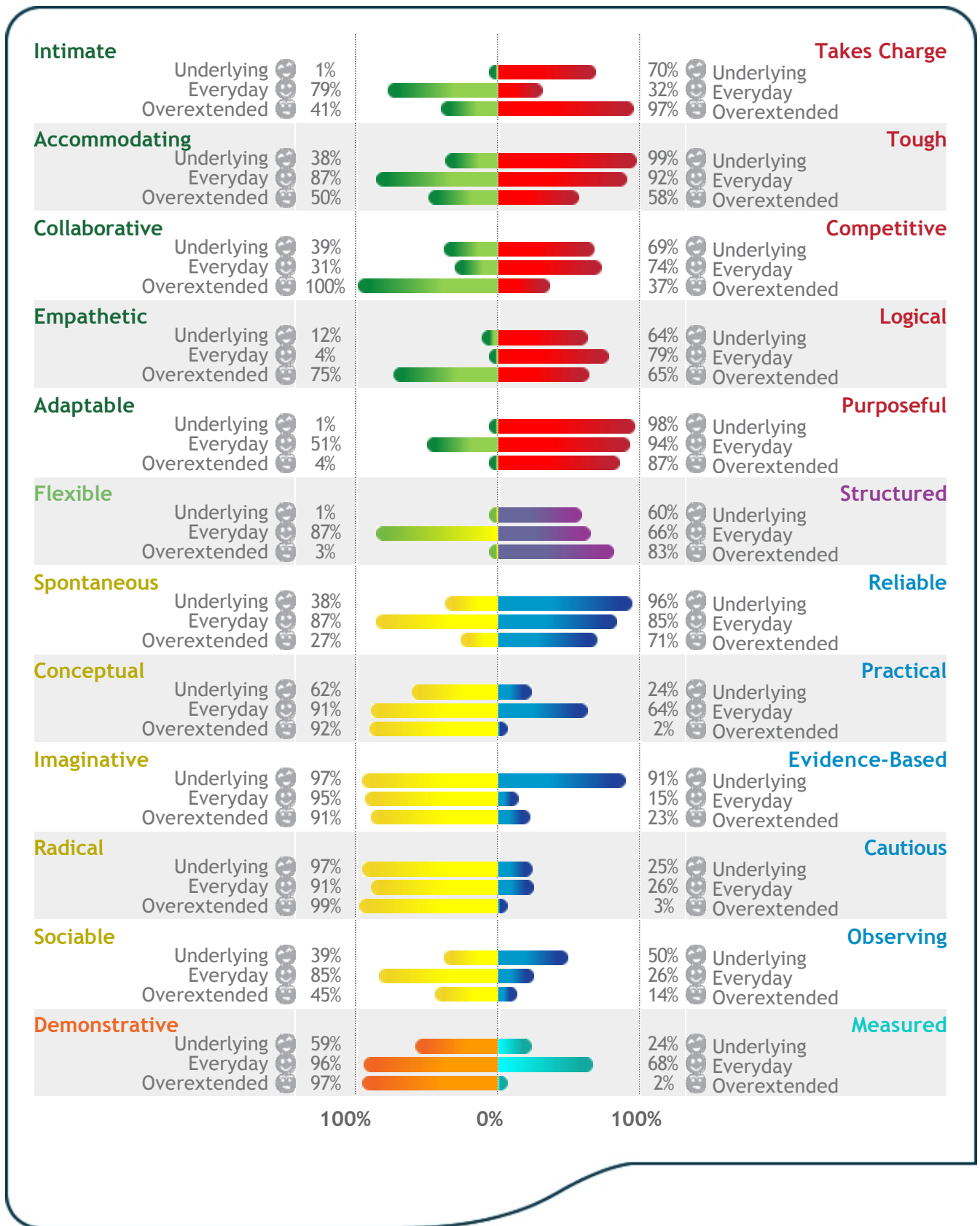
The twenty four qualities that make up your Overextended Persona



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



Personalized Portrait for Graham Cohen - facilitated by Marcel Brunel

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Your strengths and possible weaknesses

Graham , your natural strengths are:

- You actively try to confront people. You believe that these kinds of conversation are useful because they provide a place for people to air thoughts which might seem out of place in other circumstances.
- 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 know that every problem is a new possibility in waiting. The potential for new ideas is limitless and temporary problems are just one more way of guiding your thinking in new directions.

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.
- There are times when your zest for change has brought you into conflict with your more conservative colleagues. They can see you as an anarchist, or as someone who seeks change for the sake of change.

Some suggested methods of development:

- Allow your colleagues the chance to get to know you on a personal level. This will increase their trust in you.
- Take more time to do the research required to back up your ideas with solid evidence. Even if people dispute your claims, they will find it hard to criticize you if you have the facts to back up your conclusions.

You primarily use your Red Archetype



Your key Red Strengths are:

- You are unafraid to bring up the most controversial points while still taking care to seek consensus
- You set challenging objectives and then you achieve them
- You rarely neglect your own needs in the situation

Sometimes you may use too much Red:

- You can get fixated on controlling everything in the group
- You risk losing quality in your zeal to stick to timescales

Sometimes you may underuse your Red:

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

More on your Red Archetype:

Graham , 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.

Graham , 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 Second Archetype is Yellow



Your key Yellow Strengths are:

- You enjoy thinking outside the box
- You are very comfortable with change and the opportunities it brings
- You feel comfortable being the center of attention

Sometimes you may use too much Yellow:

- You can make people feel uncomfortable with your fervor for change
- If you are passionate about everything you can lose the desired impact when it really matters

Sometimes you may underuse your Yellow:

- Your desire for structure can result in you being slow to respond to changing needs
- You find being forced to change your plans very stressful

More on your Yellow Archetype:

You see yourself as a visionary with a strong imagination. Colleagues may view you as an 'ideas machine' and will come to you when they need a fresh perspective. You can also help others become more creative themselves. When people talk to you, some of your enthusiasm for a subject may rub off on them!

You love big picture thinking and will always want to take a holistic view. Colleagues who cannot see your vision will frustrate you. You should be aware that they in turn may be thinking "Why do you always have your head in the clouds?"

Whatever the problem, you can always see possibilities and ways forward. This makes you invaluable as a catalyst and source of good ideas within a team.

Your Third Archetype is Blue



Your key Blue Strengths are:

- You manage your time efficiently, and can bring out your best even when circumstances ruin your careful plans
- You like using structured processes to help you achieve your goals

Sometimes you may use too much Blue:

- You can be too rigid in your adherence to rules and procedures
- You can be perceived as being uptight about time schedules

Sometimes you may underuse your Blue:

- Sometimes you over complicate things and others may see this as a lack of common sense
- You sometimes forget to put important information in writing

More on your Blue Archetype:

There are some people who find it difficult to keep to firm commitments in the face of unexpected setbacks. They cannot fulfill 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.

The Archetype you use least is Green



Your key Green Strengths are:

- You seek consensus without compromising on the most important points

Sometimes you may use too much Green:

- You can find it hard to talk about your own achievements
- Your concern for other people's feelings can cloud your ability to make rational judgments

Sometimes you may underuse your Green:

- You do not always enjoy cooperating with others
- You are inclined to jump in before you have listened or understood how the group is doing

More on your Green Archetype:

You are aware of the value of combined efforts when working towards a difficult target, yet you occasionally have trouble putting your trust in other people. You prefer to be able to see what is going on in every part of a project. Sometimes it is hard for you to put faith in others when you know that the whole team's success rests on everyone playing their part. Just bear in mind that you can't be everywhere and that only by believing in people's abilities will you be able to work effectively as a team.

When working with others it is important that everyone's achievements are recognized. However, there are times when you overstress the importance of your own achievements within a group. While your own performances deserve praise, you shouldn't take credit away from the group because ultimately most projects are completed as a result of team effort.

You appreciate that it is often important when working in a group to collaborate and think 'win-win'. When you do this, you help empower the team towards achieving their common goals. This helps put the heart back into the team and makes work more enjoyable for everyone.

Recommendations to increase your 4 archetypes

Commanding Red

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

Inspiring Yellow

- Don't allow standard procedures to stop you from achieving your goals
- Build contingency and review into your plans to lessen the impact of change

Conscientious Blue

- Remember that sometimes the simplest solution is the best one
- Sometimes it is essential to put things in writing to reinforce your message

Empowering Green

- Be more acknowledging of the contributions and strengths of others
- Hold back your opinions and listen to others first

Recommendations to temper your 4 colors

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

Inspiring Yellow

- Plan in thinking time so that it doesn't interfere with your ability to deliver
- Consider the impact of your ideas

Conscientious Blue

- Try to build in time in your plans for the unexpected
- Accept that last minute events can disrupt even the best laid plans - let others know you are willing to be flexible when this happens

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
- 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.

Your Communication Preferences

How you prefer to communicate with others:

- 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 you have an idea, you want to act on it immediately. Your enthusiasm then energizes those around you.
- You are reliable and take responsibility seriously, but are also able to make spontaneous decisions when you feel it will be conducive to attaining optimal results.
- You are forthright in your beliefs and you do not allow fear of derision prevent you from speaking out.

How you like others to communicate with you:

- 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 get a lot out of talking to people about things you find interesting and feel enthusiastic about.
- You like it when people are true to their word and reliable, while still being willing to talk about whatever comes to mind.
- You enjoy it when people challenge your ideas. You are aware that nothing is perfect and that a healthy debate encourages progress and change.

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

- 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 don't like it when people challenge the practicality of your ideas. You are a visionary - you view it as your job to create the ideas and someone else's to make them happen.
- You don't like people to put you on the spot; you feel you need time to organize your thoughts and consider things before you speak. However, you dislike conversation partners who dismiss the importance of instinct and intuition.
- You get frustrated when people refuse to change their views even when you present them with a very convincing argument.

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.
- Be aware that, when talking to others, they may not be as comfortable with change and new ideas as you are. Take care that you don't come across too strongly as it could be damaging to the discussion.
- Sometimes the best approach is an evolving one. Accept that, while 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.
- Try not to be dismissive or discourteous in your dealings with other people. Listen to what they have to say and understand why they believe what they do so you can build a more complete picture.

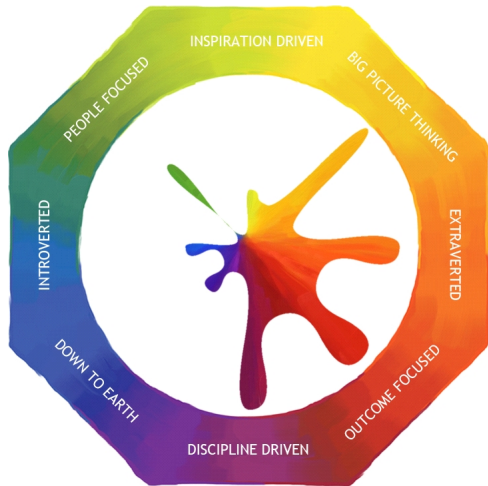
Valuing Diversity

Recognizing your psychological opposite

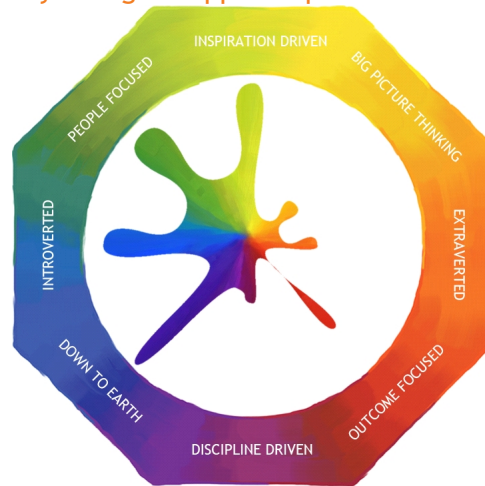
Graham , everyone has encountered people whose personas are the opposite of their own...

It is likely that you will be able to remember a time, or in fact several times, while 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 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 pursue change at every opportunity and you see your opposite as someone caught up in tradition.

Working with your Opposite

What is good about working with your opposite:

- 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.
- You sometimes dismiss traditional methods without enough thought for the consequences or whether the alternatives are truly worth the risk. Your psychological opposite will encourage you to take a bit more time before you decide to make radical changes.
- You may find that your working relationship with your opposite revolves more around emotions and personal involvement instead of goals and targets. Try to connect with your opposite by opening up about what drives you and your commitment to your aspirations.

Some problems you might encounter:

- while 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 might find yourself in dispute with your opposite over the importance of implementing changes to the current system. Your opposite would prefer to deal with short term objectives while you can become fixated on long term change.

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 views the suggestion of radical change as a very serious thing. Take time to gather evidence to back up your views and canvass support from your peers before you start your campaign for change.

Working with your Mirrored Self

What is good about working with your mirrored self:

- You are both very comfortable with conflict and trust one another to be direct and honest should an argument arise. When an argument ceases to be constructive you usually share a desire to bring it to a peaceful resolution.
- 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.
- You and your mirrored self both have an optimistic outlook which allows you to treat setbacks as possibilities for future development. This means that you both stay in a positive frame of mind even when things are going badly.

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.
- Your combined pursuit of change can make you look like rebels. Sometimes you make things worse by spurring each other on to pursue ever more radical initiatives.

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.
- When you and your mirrored self are campaigning for change, try to be realistic in your goals. Don't necessarily go for an overhaul of everything. Instead look at one or two areas of common concern that you can gather support for changing.

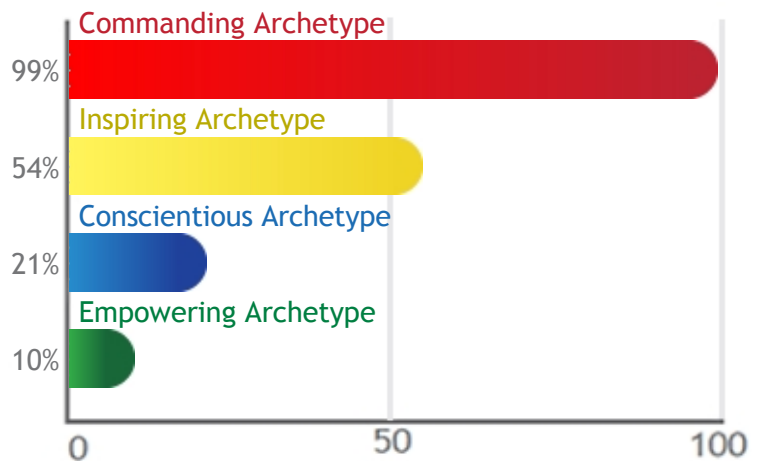
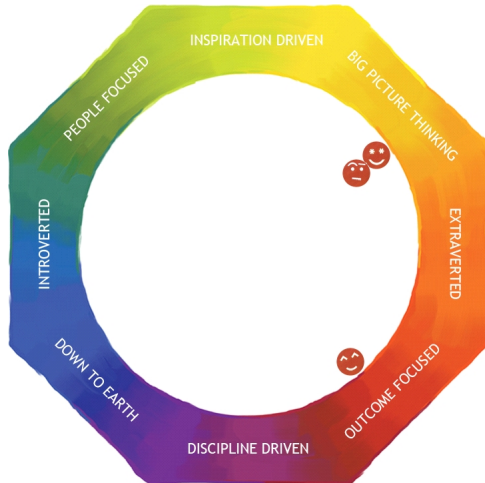
Seeing Yourself in Others

Recognizing your mirrored self

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

You may find that you instinctively recognize 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 recognize as you find inconsistencies in the way you tend to work together. However, it may be more difficult for you to recognize 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 similar 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 looking for ways to change things for the better. You can work together and co-operate in searching for new ideas to revamp outdated traditions and policies. Then again, here is an example of how you and your mirrored self might have trouble working together. You can spend lots of time coming up with new and innovative ideas but not enough on the actual project.

Creating a High Performing Team

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

- You are known for saying what needs to be said, where others may try and steer away from contentious issues. This can be an important skill when a team is faced with a difficult situation. However you can mellow your attitude in order to maintain team harmony.
- 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.
- Exercises like brainstorming and 'blue sky thinking' really play to your strengths and others appreciate you for your creativity.
- 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.

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.
- If others see you as a rebel, rather than a good force for change, you may struggle to make yourself heard.
- If you take charge of everything you may end up with no-one else feeling like they have any accountability or even responsibility.
- Your expressiveness may be overwhelming to quieter members of a group with the result that they are less forthcoming with their valuable input.

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

- You find that you are numb to others needs and you do not notice when a member of the team is experiencing a difficult situation.
- Your need to control a team's focus can prevent new or creative solutions emerging.
- You are not comfortable working with people on a one-to-one basis, preferring to deal with a group where you can more naturally take authority.
- You enjoy taking risks, even if this means going against tried and tested methods.

Here are some suggestions to improve your teamwork:

- By allowing the diversity of thinking to be voiced, a team will be able to be innovative and creative in the way they develop solutions and work together.
- Let other people listen to you for a change. You have a valuable contribution to make which may both inform and inspire your colleagues.
- Life is about compromise. If you hold up the team's progress because of your unwillingness to change your view, you do neither yourself or them any good. Look for the middle ground where both parties get some of what they want.
- Rather than getting frustrated at the pace of others' working, offer them support and impart your enthusiasm for delivering on time.

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?

Lumina Spark Portrait



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