

Cees Nieboer
Lumina Spark Portrait
Inspirational and Practical Personal Development

"Adding a new dimension to HR Management"

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Welcome



Welcome to your Lumina Spark Portrait.

A handwritten signature in blue ink that reads "C. Nieboer". The signature is written in a cursive style with a long horizontal stroke at the end.

Cees Nieboer



Your Inner Spark

A logical approach involves breaking down a process and analysing each and every step taken. You are rarely satisfied accepting a solution until you understand the underlying logic involved in its formulation. You use your strong critical thinking skills in debate, and are known for finding weaknesses in arguments presented to you.

You find it very important to maintain objectivity at all times, even if that means presenting people with flaws in their line of reasoning. This can lead others to view you as a shrewd and calculating figure, whose approval carries with it a very high worth.

Accommodating Adaptable **Cautious**
Collaborative

Competitive Conceptual
Demonstrative Empathetic

Evidence-Based **Flexible** Imaginative Intimate

Logical Measured Observing **Practical**

Purposeful Radical **Reliable** Sociable

Spontaneous Structured **Takes Charge** **Tough**



Your Inner Spark

Your logical mind makes it easier for you to make difficult decisions, even when they may step on people's toes. You can look straight at the facts of the matter and determine the right choice. Knowing that you tend to make decisions objectively, disregarding personal preference means others are less likely to be offended when you do.

In your pursuit of a truly objective perspective you can sometimes come off as unaware of the needs of others. Some may have accused you of putting process above the needs of your team. This can simply be because you are looking ahead to the end results that will be better for everyone in the long-term. You are not really concerned about offending people; as long as you are only speaking the truth they should have no reason to be offended.

The ability to be tough and take a strict no-nonsense approach to a situation is useful when dealing with difficult situations. Where others procrastinate, you can see when it is necessary to cut to the heart of the matter and ensure that swift action is taken. This is crucial as there are many occasions where hesitation is just as dangerous as inaction.

You are very capable of taking a tough and unyielding stance when faced with a head on challenge. You are frequently outspoken, and will argue your position forcefully, not easily conceding ground to another point of view. You do not hold back or moderate your behaviour to avoid conflict.

You see some conflict as a good thing, knowing it can clear the air and bring awareness to things previously left unspoken. You think any reservations the group are holding about a course of action are better brought out into the open than contained and left to fester. You do not easily forgive those you feel have let you down and you certainly will let people know if you are annoyed with them. You are well aware of the risk of telling people what they want to hear just to please them.

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



Your Inner Spark

Communication

You like to focus conversation on the project at hand, but allow for tangential discussions to take place and are able to direct them towards the end goal.

You enjoy discussing abstract ideas, but you also have the ability to bring in the practical side of things into the conversation as well.

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.

Leadership & Working With Others

Cees, you are a competitive leader. You are constantly looking for ways in which you can lead others to success. You are happy so long as long as you and those with you are successful. Within your own group you like to encourage a similar sense of competitiveness. You allow your group the freedom to work effectively and you know that by fostering competition you can be assured they will do their best to outperform each other, driving the group forward as a whole.



Introduction

Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.
Viktor Frankl

The intention of this portrait is to raise your self-awareness and help you understand your behaviours. You can use this knowledge to become more effective at making things happen and to improve your communication with others.

At the heart of this approach is a questionnaire which measures different aspects of your behaviour. This portrait, based on years of psychological research, will give you some indicators about how you behave, acknowledge your strengths (and how you sometimes overplay them) and identify behaviours that you rarely display. It will also make distinctions between your behaviour and your motivations.

Getting into the right frame of mind

First a really important ground rule: this is completely confidential information. It is solely to help you develop, although we do suggest you consider sharing it with those you trust.

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

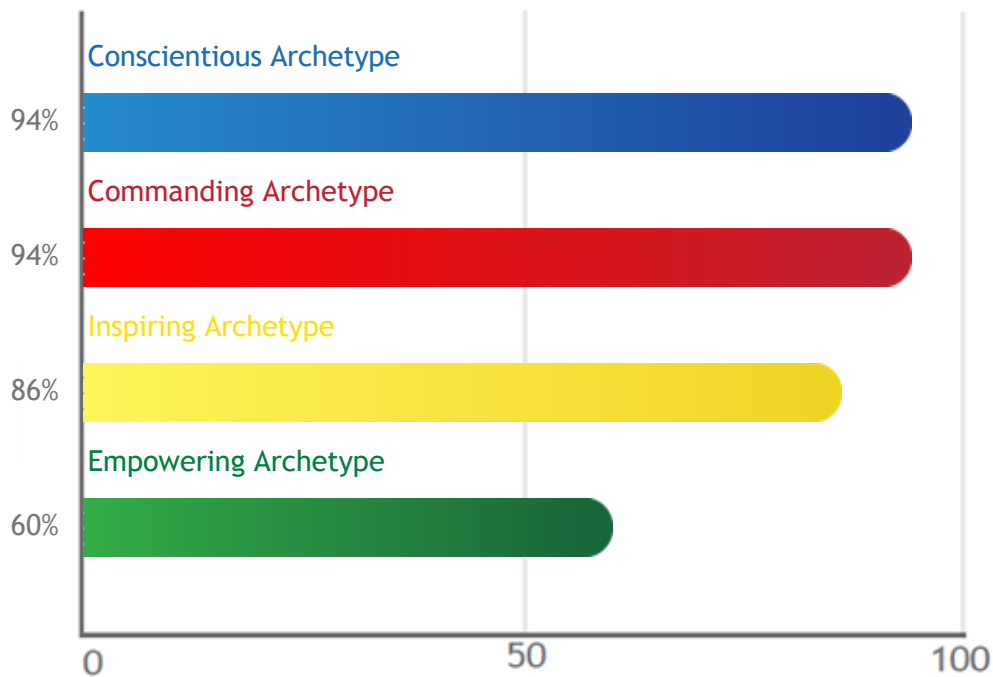
Focus on the observations in this portrait that you think can really help you develop. View this as an opportunity to work on improving yourself.

When reading your portrait it is important to remember that no one quality is more important than another. Each aspect of who you are can prove to be a crucial strength depending on what situation you find yourself in at any given time. This portrait is not a judgement of who you are; it is simply an aid to guide you towards a better sense of self-awareness to allow you to recognise your strengths and possible areas for development in the near future.



How you use the four archetypes

Your four archetypes:



You are very consistent in your use of the colour Conscientious Blue. You tend to be very serious when you are working and it is hard to distract you from the task. You don't make any decisions without carefully thinking through the consequences. Your second colour energy is Commanding Red and it is not far behind your first. You always try to balance confrontation with compromise. You work well when you are surrounded by competitors. Good opponents bring out the best in you. Your third colour archetype is Inspiring Yellow. You have no problems working around red tape in order to achieve your goals. You are able to create a variety of ideas which help you, without dissociating from reality, create better options for making decisions when you lack certainty. Your least used colour energy is Empowering Green. You enjoy working in a dynamic and unstructured way, but know when a strict timescale can be a good motivator. By and large you avoid confrontation, but when you see an opportunity for development or real progress you will gladly partake.



Your eight aspects on the Spark Mandala

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

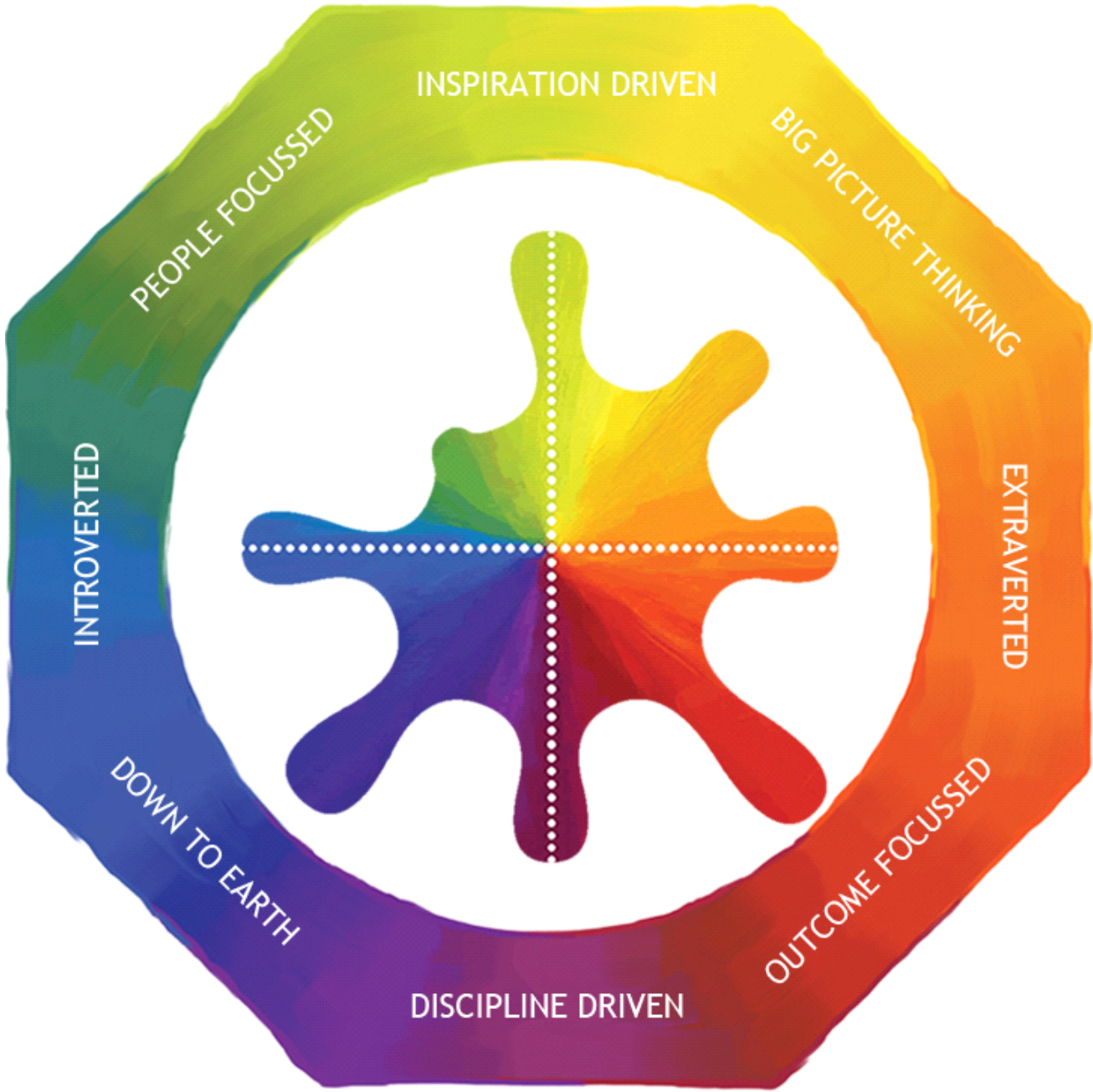
The mandala(1) shows a colourful approach to understanding key differences between individuals. On it you can see your colour scores across the eight aspects of behaviour.

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

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



Cees Nieboer - Your Spark Mandala



Your strengths and possible weaknesses

Cees, your natural strengths are:

- You are always looking to improve yourself and achieve new things. You don't like to rest on your past accomplishments. Instead you seek new challenges and use them to allow you to garner more achievements for yourself.
- 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 are good at keeping your emotions out of the decision making process. You focus on the objective truth at all times and you refuse to allow distractions to impact your judgement.

Here are some of your possible weaknesses:

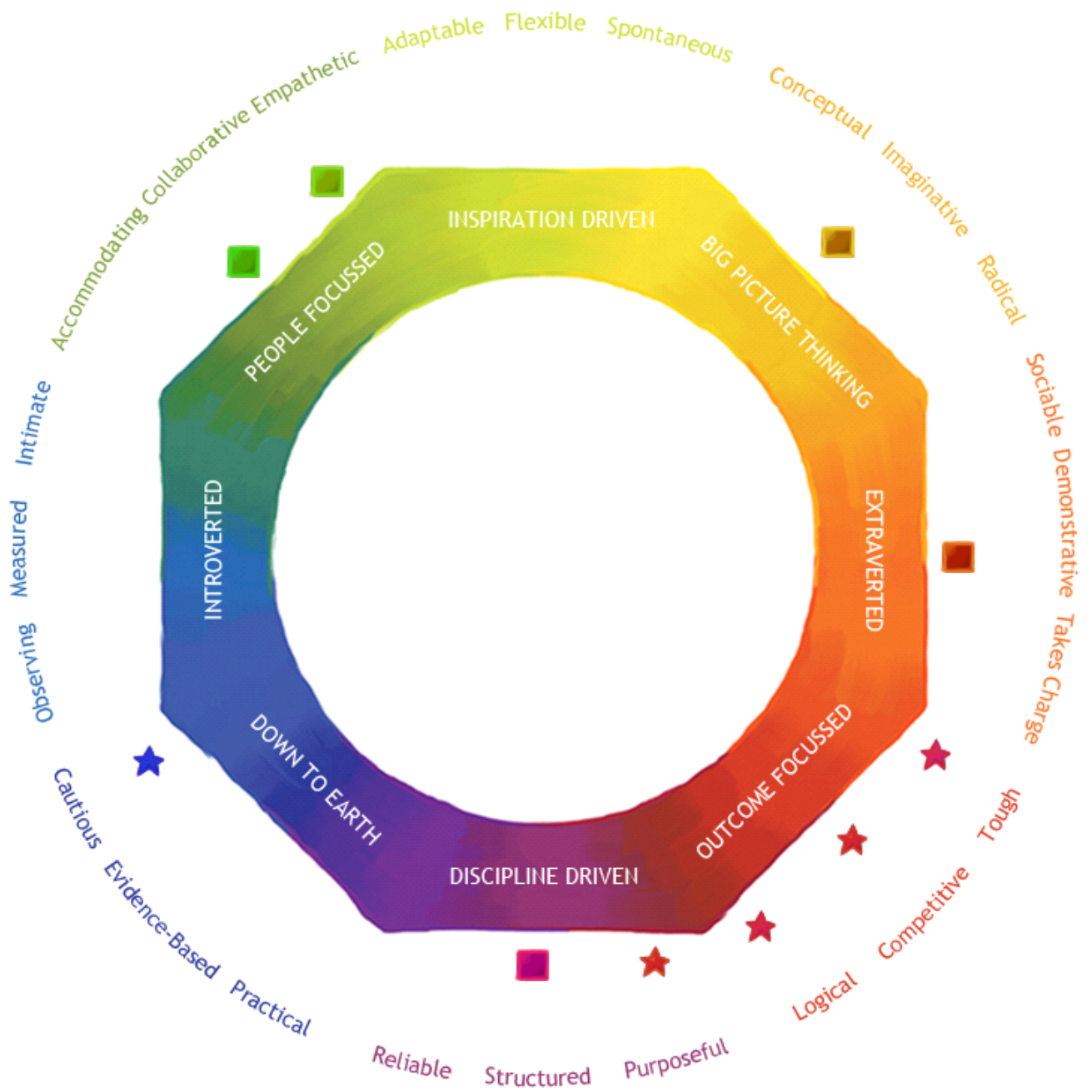
- Someone who met you briefly would most likely get the impression of a serious person who does not engage in frivolity lightly. This can be taken too far however and some people may perceive you as being overly concerned with formality. Your attempts to dispel this might lead you to become frustrated with these people.
- Sometimes you lack clear goals at the outset. This could cause your group to waste time later on, trying to make the right decisions without a clear focus. You can also become too committed once you have started working towards a goal, and it can be hard for others to change your mind.

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.
- Try and coordinate the group effort, either by working more closely together or by keeping everyone fully informed about progress. This way you will be able to ensure that everyone is working towards the same goals and you will know where they are in terms of any project timelines.



Qualities Mandala



On the questionnaire you 'claimed' many qualities. The ★ symbol shows your top 5. There are other qualities that you did not claim and the bottom 5 are shown by the ■ symbol.



Two quotes to inspire you

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

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

You may be deceived if you trust too much, but you will live in torment if you do not trust enough. - Frank Crane

You can probably relate to the first part of this quote better than the second. You may have had your trust betrayed in the past and now you have quite a hard time placing faith in other people. Yet without confidence and trust, few teams can work successfully. You do not want to "live in torment" torturing yourself with 'what ifs' and 'maybes'. Take a chance, put your faith in others and maybe you will find that some people are worth your trust.



You primarily use your Blue Archetype



Your key Blue Strengths are:

- You trust the written word more than the spoken word
- You are happy to critique any radical idea presented to you
- You can generate in-depth arguments, but know how to boil them down to their most essential and accessible form

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:

- Others may judge you as haphazard in your working methods
- Your more structured friends think you are not sufficiently organised

More on your Blue Archetype:

Cees, 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, as you are far too level-headed for that. It would take a strong rational argument for you to consider embracing change. You may even like to describe yourself as conservative (with a small 'c'). You probably like the old saying "If it ain't broke, don't fix it". Your preference is to stick with tried and tested methods. Underneath your cagey exterior, you hold a traditional set of values that make you sceptical of new and unproven ideas.

Your Second Archetype is Red



Your key Red Strengths are:

- You rarely neglect your own needs in the situation
- You are unafraid to bring up the most controversial points while still taking care to seek consensus
- You can be the objective and rational voice of reason

Sometimes you may use too much Red:

- Sometimes your desire to remain objective can make you emotionally withdraw from others
- You can get fixated on controlling everything in the group

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:

Cees, you are a very competitive character with a burning desire to win. Being seen to be successful is important to you and you are willing to do what it takes to maintain that image. Sometimes when you win, others lose and this may not make you the most popular of people. You are likely to relate to the 14th century Italian philosopher Machiavelli when he asserted 'if you cannot be both loved and feared, then it is better to be feared than loved'.

You see no need to be modest about your own achievements and have a high opinion of your own abilities. You are very skilled at promoting yourself within an organisation and you are not ashamed of your success in this. It is important to you to be seen as highly competent.

Your Third Archetype is Yellow



Your key Yellow Strengths are:

- You thrive in a relaxed, informal environment
- You can generate in-depth arguments but know how to boil them down to their most essential and accessible form
- While you greatly enjoy spending time with others, you are careful not to require those interactions to motivate you

Sometimes you may use too much Yellow:

- You rarely acknowledge the importance of practicalities in your thinking
- You may be perceived as a social butterfly

Sometimes you may underuse your Yellow:

- Your strict adherence to time management can limit your flexibility
- Challenging tradition can make you feel uncomfortable

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.

The Archetype you use least is Green



Your key Green Strengths are:

- You know the importance of both discipline and inspiration in attaining goals
- You seek consensus without compromising on the most important points

Sometimes you may use too much Green:

- Sometimes you react to feeling emotionally drained by withdrawing from others
- Sometimes you spend too much time listening instead of pushing forward your views

Sometimes you may underuse your Green:

- Sometimes you speak without considering other perspectives
- You do not always trust others and this may be interpreted as a lack of 'teamship'

More on your Green Archetype:

Though your instincts lead you to avoid conflict, you know that some conflict is inevitable, and sometimes even healthy. At these times you know how to engage in a tough negotiation, though you are sure to not let yourself get carried away into a shouting match. As tough as you can be in debate, you know when to pick the right moment to propose a consensus. Often this timing can be crucial in resolving a conflict and reconciling the opposing sides.

Recommendations to increase your 4 archetypes

Conscientious Blue

- Develop an effective filing system that works for you and helps you be more organised
- Spending more time on planning activities up front will save you time in the long run

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

- Avoid getting too attached to the official process, follow your instincts every once in a while
- Consider balancing traditions into a changing world

Empowering Green

- Don't feel that you always need to jump in and talk to influence people - you may have more influence if you listen first to direct your input
- Make a conscious effort to support and build trust with your colleagues - it will pay dividends



Recommendations to temper your 4 colours

Conscientious Blue

- Consider using your body language to express, and let others know, how strongly you feel inside
- Put yourself in situations where you have to talk to people and make new friends - it will benefit you in the long run

Commanding Red

- Consider other people's feelings when delivering difficult messages
- Balance talk of your own success with praise for the success of others

Inspiring Yellow

- Discern when to unleash your natural vigour and when to rein it in
- Before switching what you are working on, take a moment to file away your current progress

Empowering Green

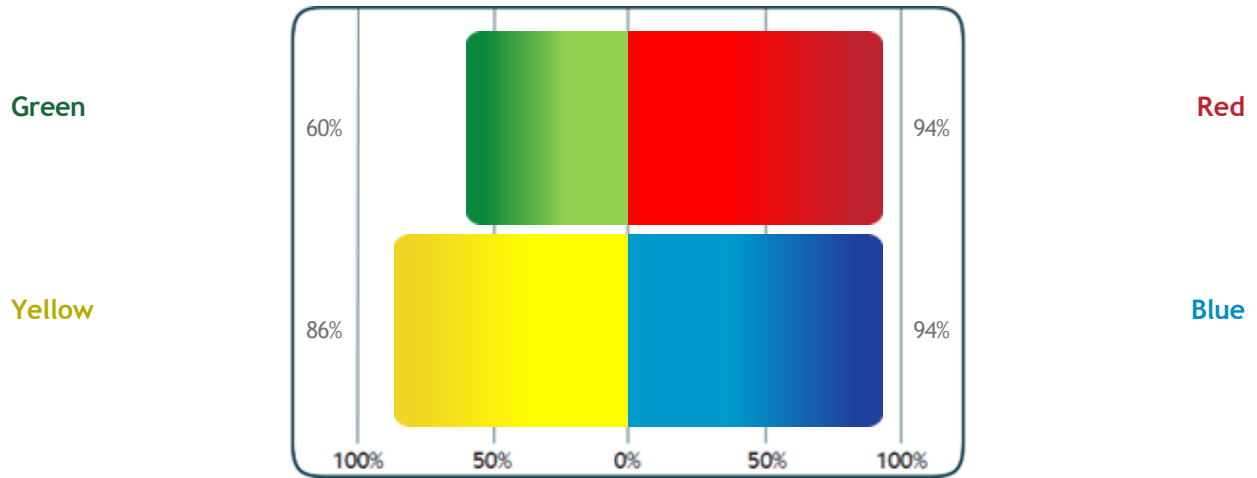
- Talk to a friend who you consider very focussed and driven - ask them to help you design a goal setting process
- Have the courage to bring up contentious issues and do not run away from conflict - discussing issues when they are small can prevent them becoming big



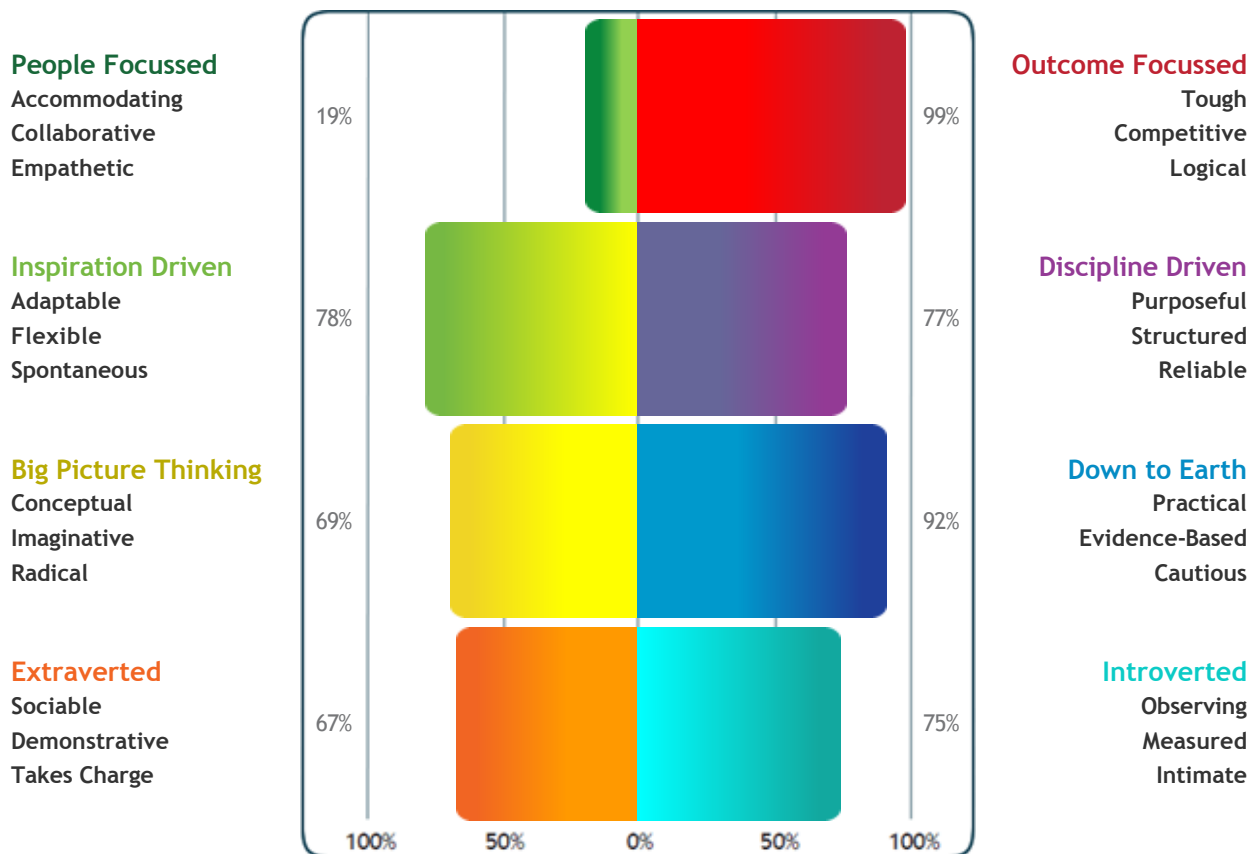
Your Archetype and Aspect Bars

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

57%

Accommodating

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

73%

Collaborative

Team player with a win/win mindset

4%

Empathetic

Considerate and in touch with other people's feelings

15%

Adaptable

Works in passionate bursts towards emergent goals

62%

Flexible

Easy going and informal

86%

Spontaneous

Makes quick gut-feel decisions

69%

Conceptual

An abstract thinker comfortable with complexity and ambiguity

86%

Imaginative

A source of new and creative ideas

43%

Radical

Embraces change and is willing to challenge tradition

60%

Sociable

Friendly and energised by interacting with others

78%

Demonstrative

Enthusiastic and expresses positive emotions

22%

Takes Charge

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

80%

Tough

Argues forcefully and is comfortable with conflict

95%

Competitive

Strong willed with a win/lose mindset

96%

Logical

Objective and rigorously applies reason

98%

Purposeful

Sets ambitious goals and then works diligently towards them

88%

Structured

An organised and effective planner

33%

Reliable

Disciplined and meets commitments

83%

Practical

Adopts a realistic and common sense approach

79%

Evidence-Based

Focussed on observable facts and attentive to details

74%

Cautious

Resists change - prefers to stick with tried and tested methods

95%

Observing

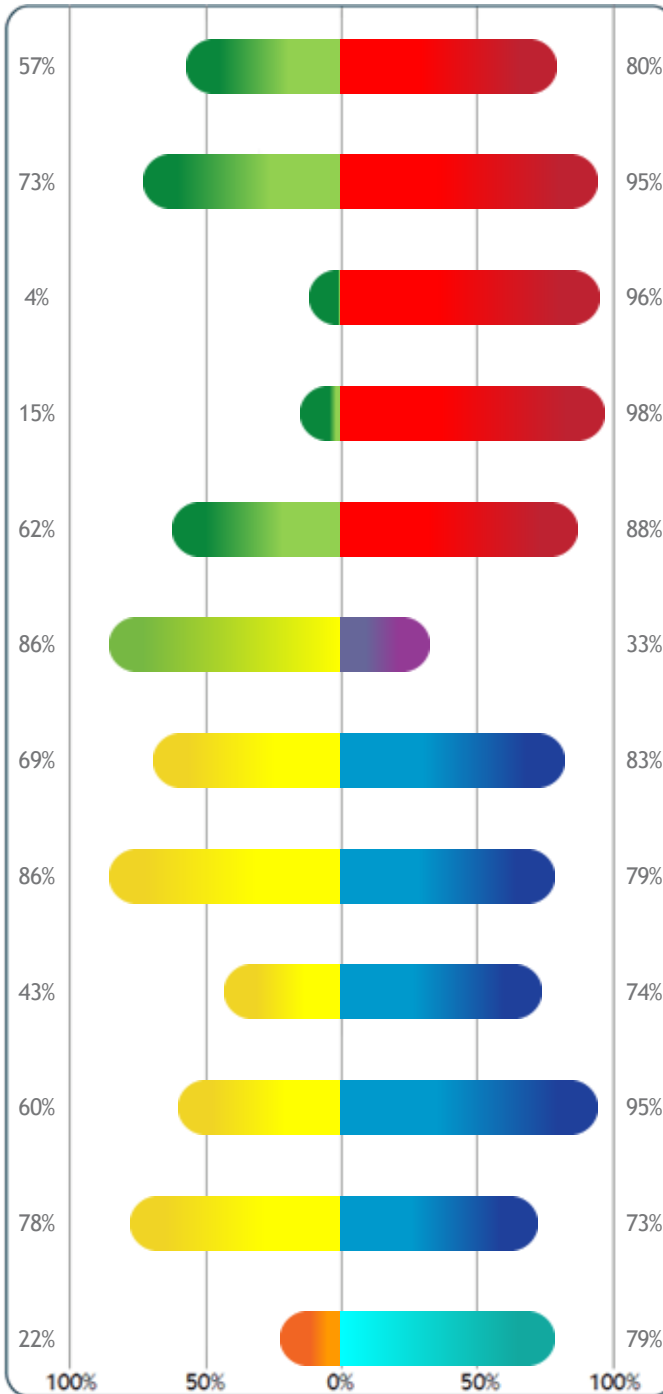
Boundaried and energised by their inner world

73%

Measured

Serious minded and contains positive emotions

79%



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

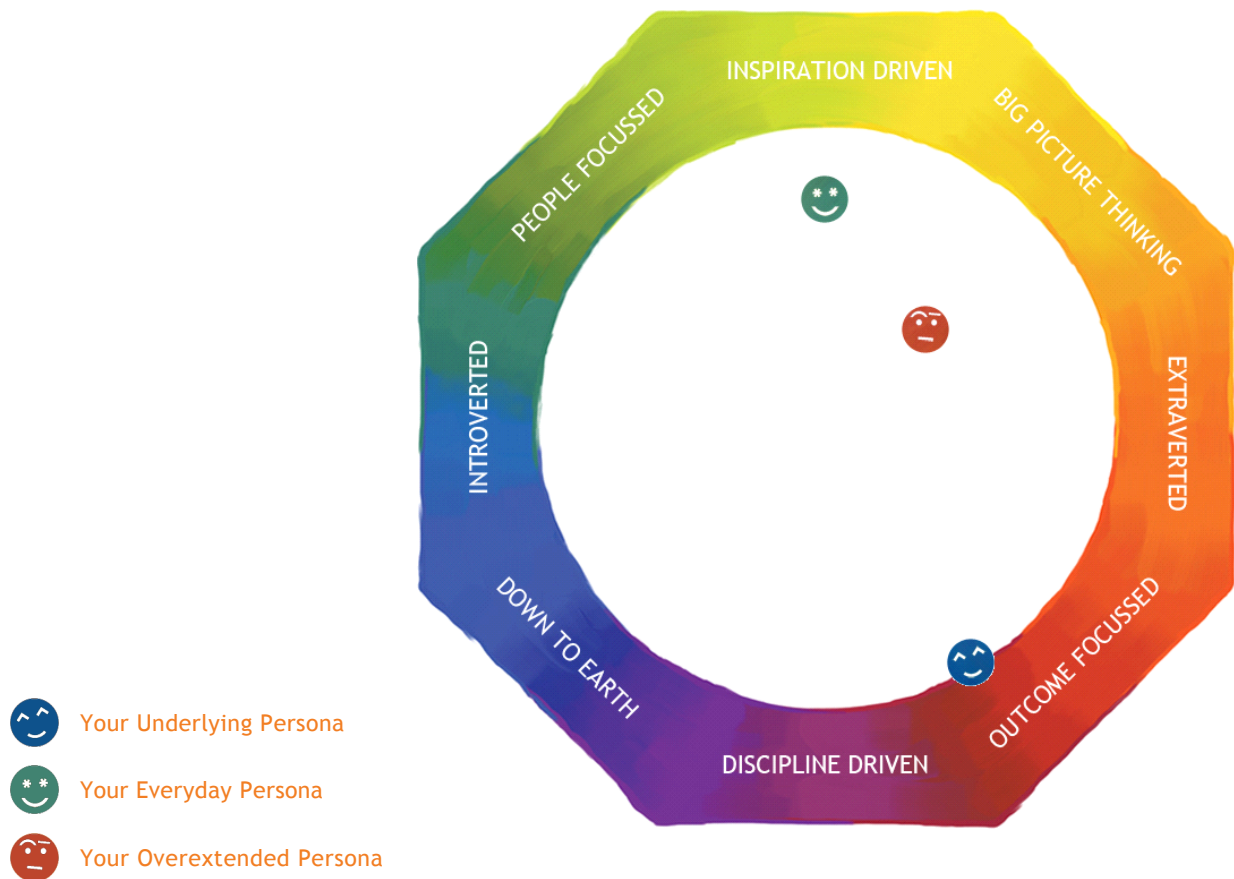
- This is who you are when put under stress
- Or how you react to unexpected events
- This persona can come into effect unconsciously



Your three persona positions

Your three Personas on the Lumina Mandala

Cees, your underlying persona is Down to Earth and uses Blue energy. You prefer to keep things simple so that you can focus on one key action at a time. You also like to keep one eye on the bigger picture as you do so. Your everyday persona mostly uses Inspiration Driven Green energy. You have a knack for finding a way around bureaucratic obstacles to progress.



Cees, the compelling force behind your overextended persona is Discipline Driven Red energy. 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

Cees, you have a preference for using Outcome Focussed Blue blended with Down to Earth 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 enjoy competing against other people in a friendly manner where you can push each other onto greater things. You prefer to work in environments where this attitude is accepted and even encouraged.



Your Everyday Persona

Cees, you most often use Inspiration Driven Green blended with Introverted and Down to Earth energy

You don't enjoy taking a 'back seat' role in an organisation. However in the absence of opportunities for you to take centre stage, you are quite adept at supporting people from the shadows 'offstage'. You don't enjoy working towards undefined goals but you have developed that capacity so you can put it to good effect at work. You still don't feel comfortable working in this fashion but you recognise there are times when projects need to find their focus as they go along.



Your Overextended Persona

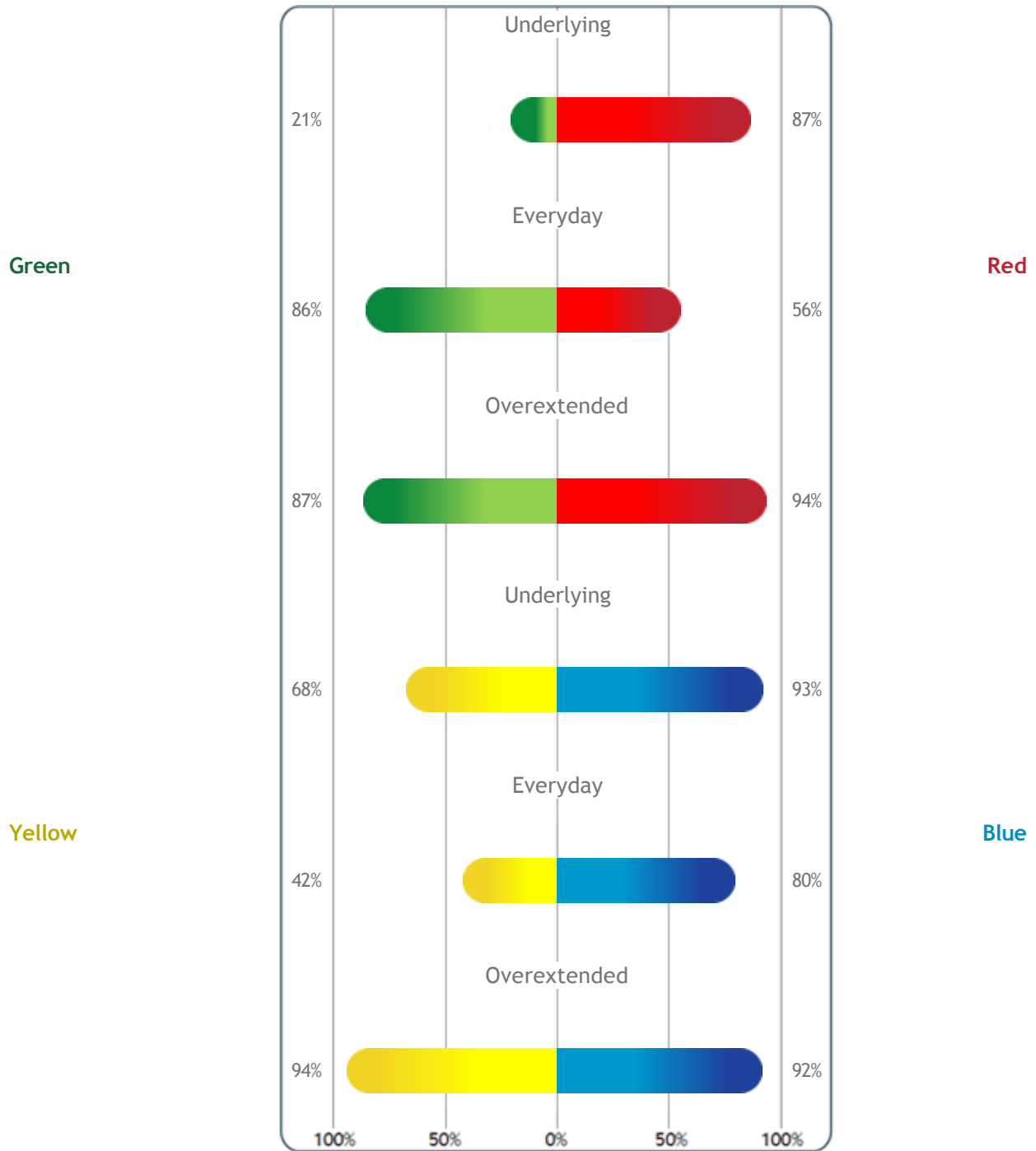
Cees, when your overextended persona emerges you may notice that you use more Big Picture Thinking Red blended with Discipline Driven and Extraverted energy

You don't make a personal commitment to complete something very often but when you do it is normally because someone has put you under great pressure. You can then become so obsessed with keeping your word that you ignore everything else. 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.

People Focused

Accommodating
Collaborative
Empathetic

Inspiration Driven

Adaptable
Flexible
Spontaneous

Big Picture Thinking

Conceptual
Imaginative
Radical

Extraverted

Sociable
Demonstrative
Takes Charge

Outcome Focused

Tough
Competitive
Logical

Discipline Driven

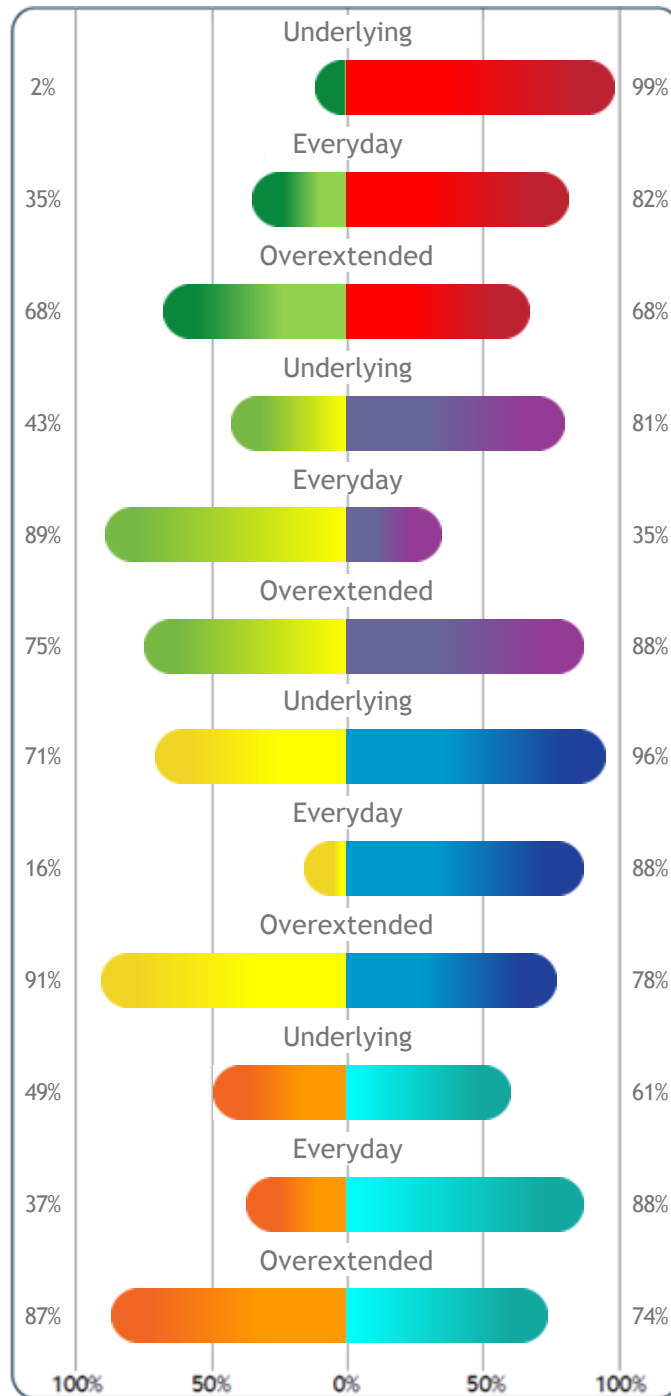
Purposeful
Structured
Reliable

Down to Earth

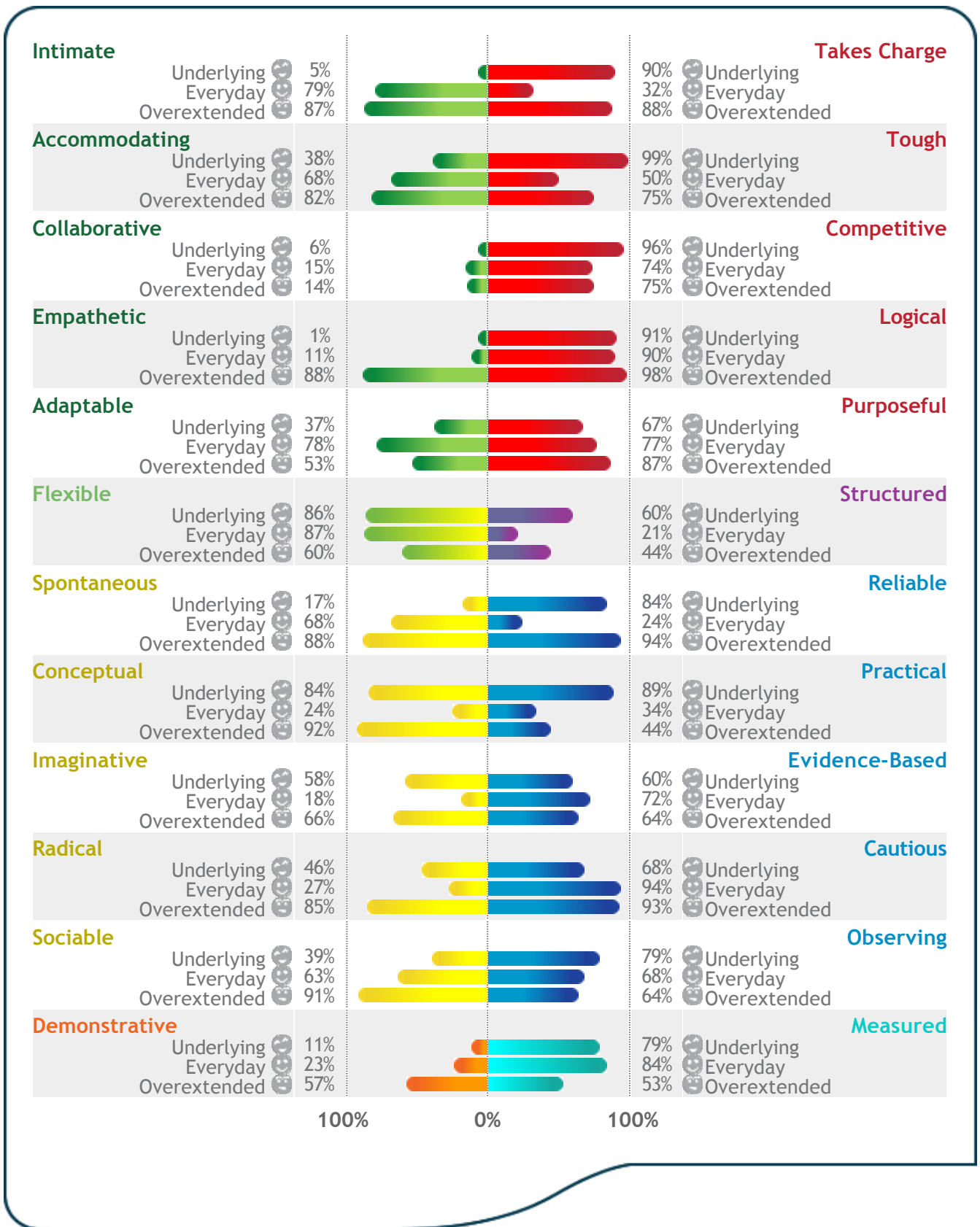
Practical
Evidence-Based
Cautious

Introverted

Observing
Measured
Intimate



Your Twenty Four Qualities in detail



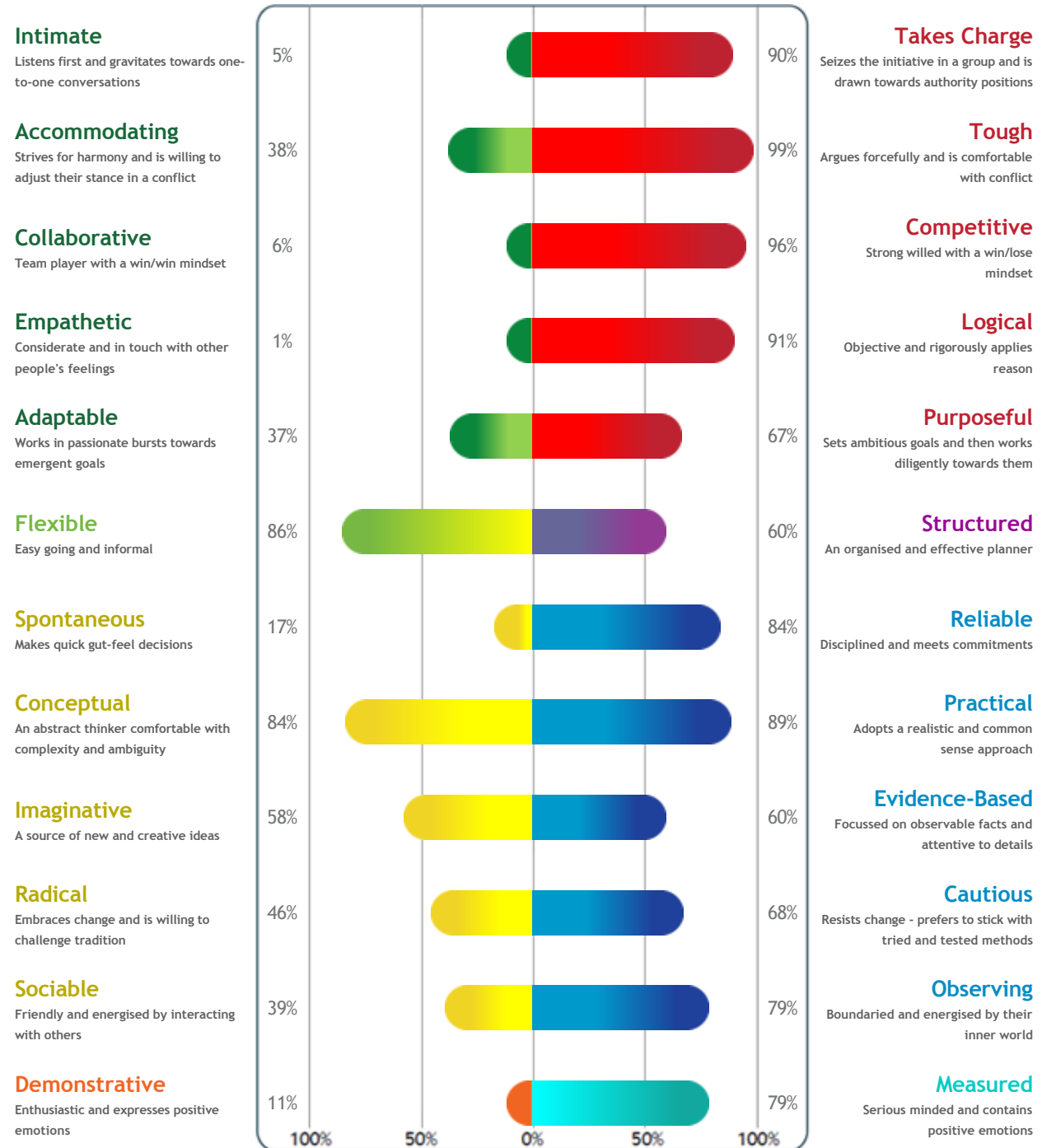
Your Underlying Qualities



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

68%

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

78%

Flexible

Easy going and informal

87%

Spontaneous

Makes quick gut-feel decisions

68%

Conceptual

An abstract thinker comfortable with complexity and ambiguity

24%

Imaginative

A source of new and creative ideas

18%

Radical

Embraces change and is willing to challenge tradition

27%

Sociable

Friendly and energised by interacting with others

63%

Demonstrative

Enthusiastic and expresses positive emotions

23%

Takes Charge

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

32%

Tough

Argues forcefully and is comfortable with conflict

50%

Competitive

Strong willed with a win/lose mindset

74%

Logical

Objective and rigorously applies reason

90%

Purposeful

Sets ambitious goals and then works diligently towards them

77%

Structured

An organised and effective planner

21%

Reliable

Disciplined and meets commitments

24%

Practical

Adopts a realistic and common sense approach

34%

Evidence-Based

Focussed on observable facts and attentive to details

72%

Cautious

Resists change - prefers to stick with tried and tested methods

94%

Observing

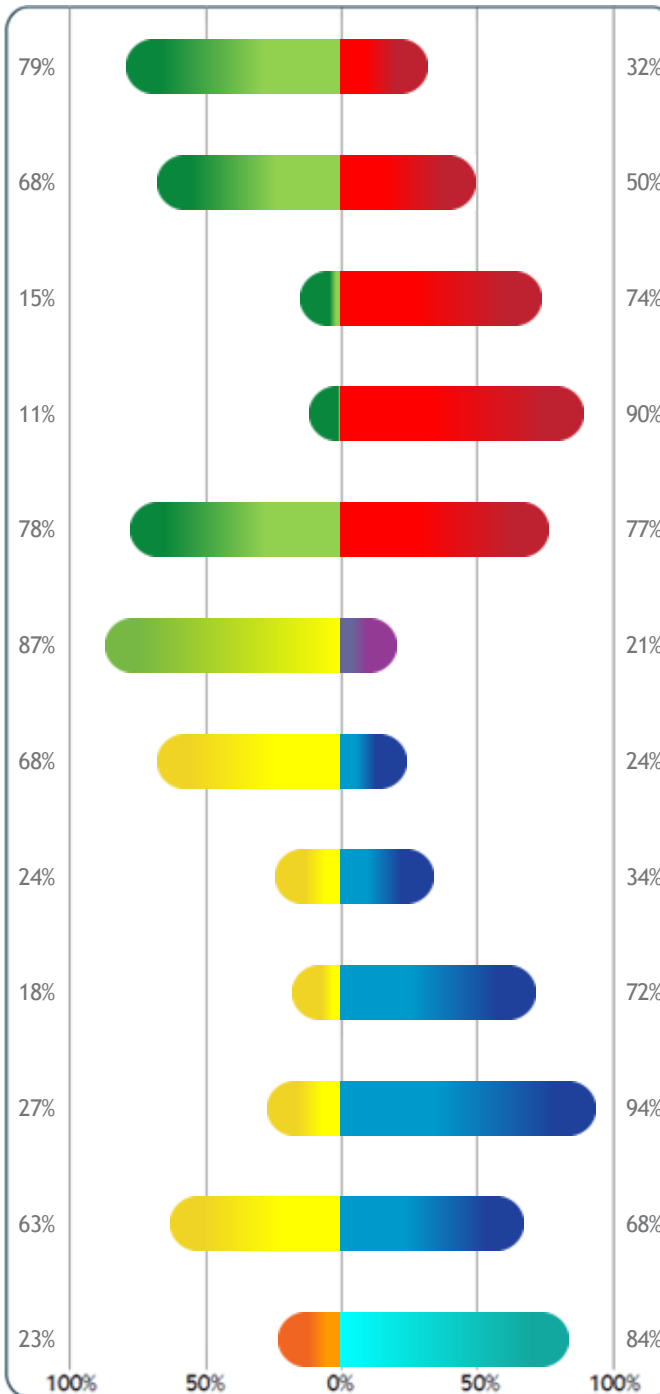
Boundaried and energised by their inner world

68%

Measured

Serious minded and contains positive emotions

84%



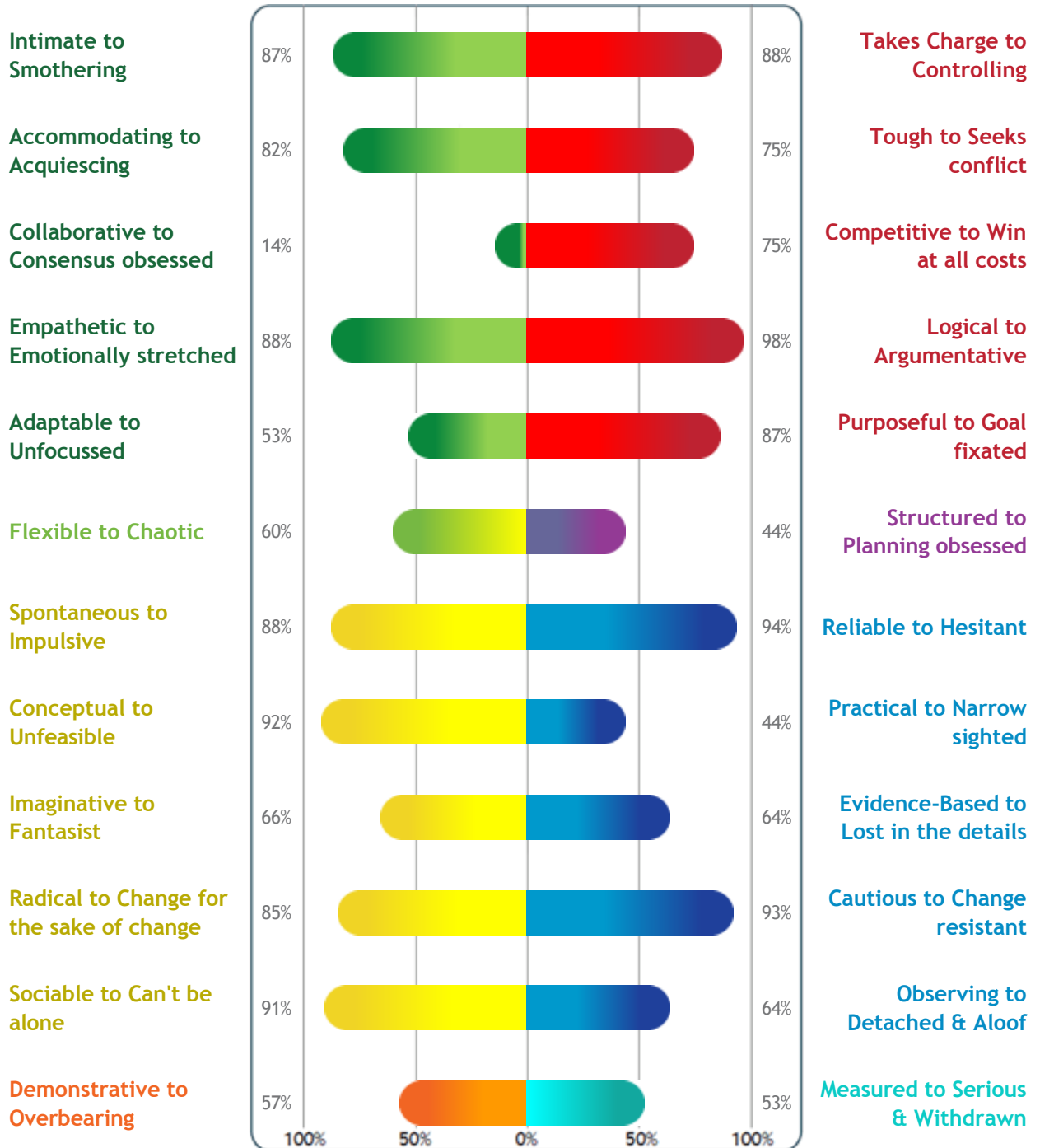
Your Overextended Qualities



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.



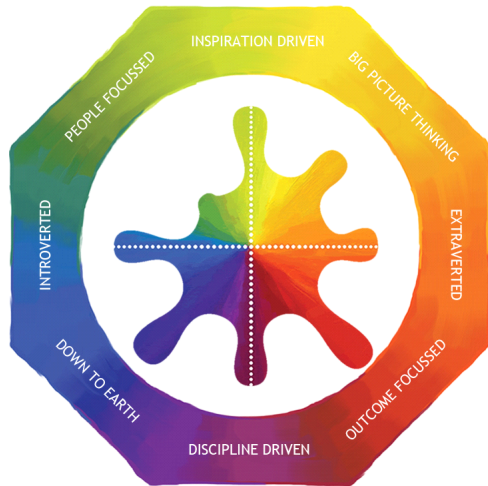
Valuing Diversity

Recognising your psychological opposite

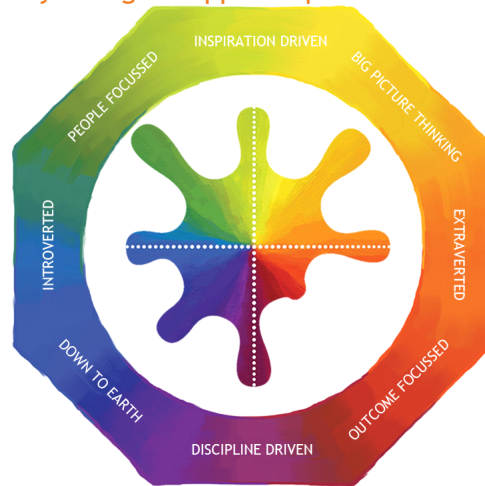
Cees, everyone has encountered people whose personas are the opposite of their own...

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 your opposite places a lot of trust in others. You can feel empowered by someone who so willingly places their faith in you. On the other hand, you and your opposite could encounter problems because you are very objective and rational but they are more in touch with their emotions. You might have very different personal values.



Working with your Opposite

What is good about working with your opposite:

- 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.
- Your opposite puts a lot of emphasis on trust and you may find that, right from the start, they have a lot of faith in you. Don't see this as added pressure. Instead see it as a vote of confidence in your abilities.
- Your opposite is very good at keeping you motivated and positive about your ability to achieve your goals. Without this encouragement you might find it hard to stay optimistic in the face of setbacks.

Some problems you might encounter:

- Your opposite can find it difficult to come to terms with the barrier you put up between personal issues and impersonal ones. They can find you to be emotionally distant on topics that concern yourself, yet uncomfortably prying into their private feelings.
- Your preference for working under deadline pressure and your desire for the security of knowing others are going to come good on their commitments leads your opposite to see you as having double-standards.

Some ideas to build your working relationship:

- You will make a positive impression with your opposites if you take time to connect with them on a personal level. They will find it challenging if you consistently keep your feelings locked up and logically analyse everything.
- Compared to you, your opposite prefers flexible goals. If you can rearrange your activities to take account of unexpected circumstances, they will appreciate your flexibility.



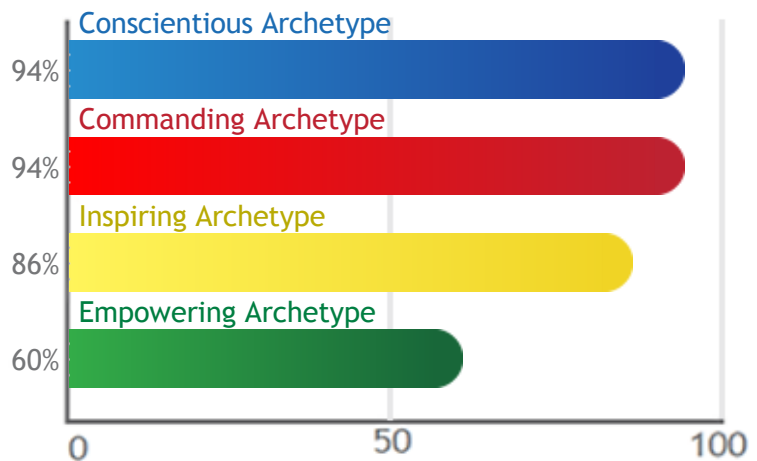
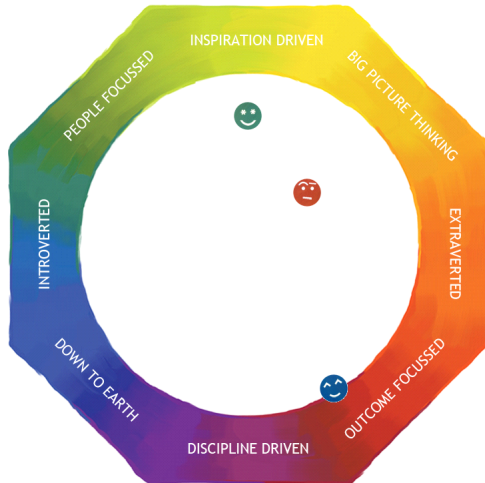
Seeing Yourself in Others

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 very analytical. You can distance yourself from your subjective bias in any situation. It can be a relief when you and your partner don't have to worry about extraneous variables and you can just focus on objective analysis. Then again, here is an example of how you and your mirrored self might have trouble working together. You might get into a competition with your partner that goes beyond friendly rivalry and you may feel real antagonism towards each other.

Working with your Mirrored Self

What is good about working with your mirrored self:

- Competition is one of the main things you have in common. It provides an important part of your interaction. You challenge each other to work harder and you compete to provide mutual encouragement.
- 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.
- You can both be extremely logical when you need to be. Your minds work in the same way when analysing a problem. If you have to discuss your findings you don't need to reformulate your words. You can convey your thoughts instantly, secure in the knowledge that your partner will fully understand your meaning.

Some problems you might encounter:

- You are both very analytical by nature and therefore can come off as dismissive of each other's feelings. You try to put this right by taking on an empathetic role but your highly analytical mirrored self can find this to be artificial.
- Since both of you tend to strongly trust your own instincts you can find yourselves resolutely fighting for divergent ideas. Discussing and reconciling your views can take time that you often both feel you simply do not have.

Some ideas to build your working relationship:

- Sometimes you and your mirrored self might have more success implementing ideas if you considered other criteria besides logical validity when assessing them. For example the impact it will have on the people involved.
- Sometimes the best thing to take away from a shared failure is the knowledge that you gave it everything instead of worrying about things left unfinished.



Your Communication Preferences

How you prefer to communicate with others:

- You enjoy sharing your accomplishments with others. It helps them to understand you better and realise you are successful. You feel modesty stands in the way of success as it does not allow you to appreciate yourself.
- 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.
- In a discussion you will only contribute after analysing the situation. You will have fully considered your point before sharing it.
- Your flexible approach means you like to consider other people's views and integrate them with your own ideas.

How you like others to communicate with you:

- At work you prefer it when people do not try to get to know you on a personal level. You prefer to keep your personal and professional lives separate.
- You prefer frank, genuine conversations, where people are honest about their feelings on the matter at hand.
- You like it when people can support their arguments rationally.
- You like it when people engage you in the creative process.



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

- You find people who try to encourage you to take a more team focussed approach annoying. You believe that to do well, you must focus on your own needs.
- You don't like it when people keep their thoughts to themselves and you often find it difficult to draw things out of them. Yet when people are too outspoken you can see them as undiplomatic.
- You find yourself irritated by people who expect you to accept their arguments and decisions without solid analysis.
- You dislike communication via forms and other administrative tools as it is indirect and impersonal.

Here are some suggestions to improve your communication with others:

- Don't risk alienating your colleagues by arguing too forcefully what you see as the logical approach. At times you need to allow others space to express their creative ideas - the results may surprise you!
- Don't let other people mistake your measured approach for indecisiveness. Make sure that you communicate to them your need to take time to make up your mind.
- Aim for a win/win solution rather than one in which you are triumphant. Whilst it is true that you can't please all the people all the time, that doesn't mean you shouldn't try to.
- 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.



Creating a High Performing Team

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

- When part of a team competing with others you thrive on the opposition. You can use this spirit to drive your team to succeed.
- 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.
- 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.
- Your easy going nature can be a real asset to teambuilding. As you are not fazed by unexpected problems you can help the team cope with change without losing momentum towards your collective goals.

However sometimes you may overplay your strengths:

- You are happy when following processes and procedures. But you can get so involved in them that the team output suffers. This can also negatively impact the emotions within the team.
- You are uncomfortable with open-ended commitments. Unfortunately there will be times when other people are not in a position to fully commit and this can cause trouble with your team, especially if the final goals are ambitious.
- As a traditionalist you may be slow to embrace innovation. This can leave you at a competitive disadvantage. However, under pressure you can lead the team into making rash changes.
- Your views may have great intellectual interest but lack something when it comes to the practicalities.



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

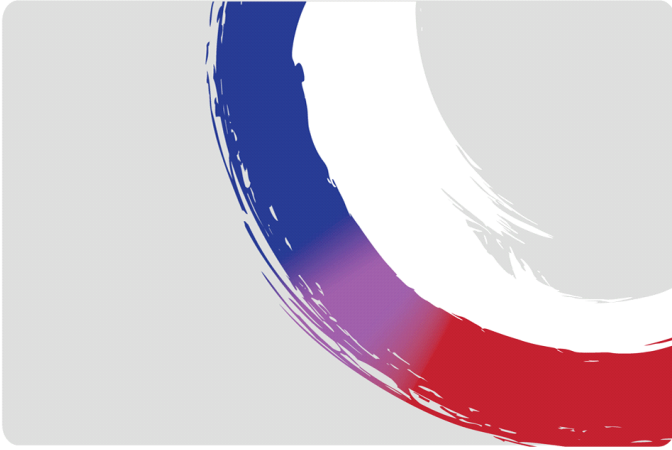
- You find that you are numb to others needs and you do not notice when a member of the team is experiencing a difficult situation.
- You are much more likely to compel rather than inspire others to come to an agreement. Your levels of trust will change as the team develops and pursues its aims.
- Sometimes you avoid using humour in conversations with others, where a little light heartedness would probably help.
- Your desire to get stuck into the problem can mean that some valuable issues aren't raised.

Here are some suggestions to improve your teamwork:

- By all means take time to discuss issues and concepts. Then develop a plan to deal with them and ensure that the plan is fully implemented.
- If you know you can be a bit forgetful, take care to write down clearly what you need to do, including when you have to do it by. Keep a checklist to make sure you don't let the team down.
- When a team completes its remit, it is important that you celebrate the success as a group. Recognise the strengths and achievements of others. It may help you identify potential areas of development for yourself.
- 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.



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