



James Smith  
**Lumina Spark Portrait**  
Inspirational and Practical Personal Development

"I do not have to take the advice, support or reassurance that I am offered, but I can listen to it, consider it, and take the part of it that I think may be particularly helpful to me."  
Albert Ellis Ph.D.

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# Welcome

Hi James,

Welcome to your Lumina Spark Portrait.

Your Portrait is a personalised psychometric assessment that will aid you in exploring your unique personality and help you to increase your self-awareness.

This will enable you to better adapt your behaviours to improve your personal and professional relationships and teamwork.

James, if you have any questions, please contact us:

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Kind regards,

Richard Waddell



# Introduction

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

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

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

## Getting into the right frame of mind

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

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

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

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



# Your Inner Spark

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.



# 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 across 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.

When starting out on any new undertaking you always find yourself asking the big questions. You aren't truly satisfied putting your whole self into a project until you understand the Why. As a naturally abstract thinker you have a large capacity for coping with complexity and ambiguity.

You prefer to view a problem from as many different angles as you can. You find lateral thinking comes easy to you - you prefer thinking through many different options before being asked to give your view. You probably enjoy conducting thought-experiments while you consider radically different concepts before reaching a conclusion. You do not like to be told that any areas of your thinking are out of bounds.

You are often seen as the "deep thinker" of a group. You sometimes have difficulty understanding why others are not drawn to contemplating the conceptual aspects of thought; to you it seems the most engaging aspect of an idea or plan. You are likely to be interested by philosophy and especially the more theoretical aspects of politics.

Others may see you as "lost in thought" or even "impractical". Sometimes this may be because they simply cannot operate at the same theoretical level as you, and sometimes their criticism may be well-founded. Telling the difference between these two responses may be a large part of your development - balancing self-confidence and humility.

# Your Inner Spark

## Communication

In a discussion you will delegate and designate tasks to individuals. You enjoy everyone having clear roles in order to avoid ambiguity. This also makes it easier for you to know who to communicate with.

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.

You are forthright in your beliefs and you do not allow fear of derision to prevent you from speaking out.

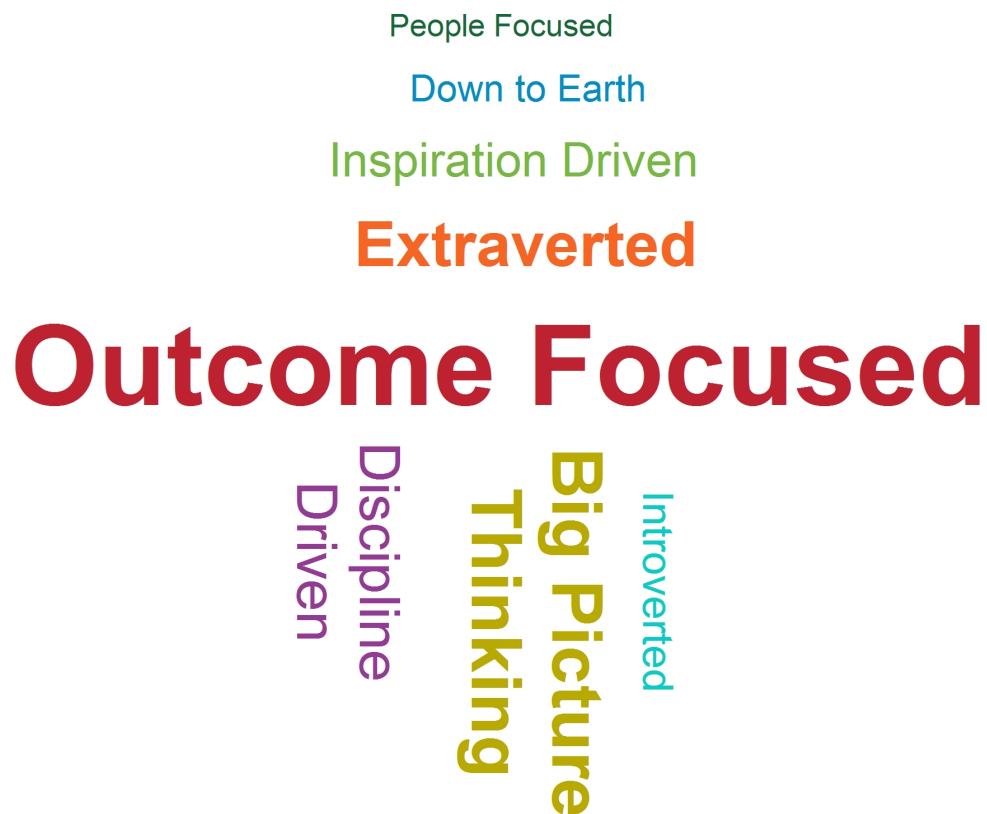
## Leadership & Working With Others

James, 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.

## Your eight aspects on the Spark Mandala

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

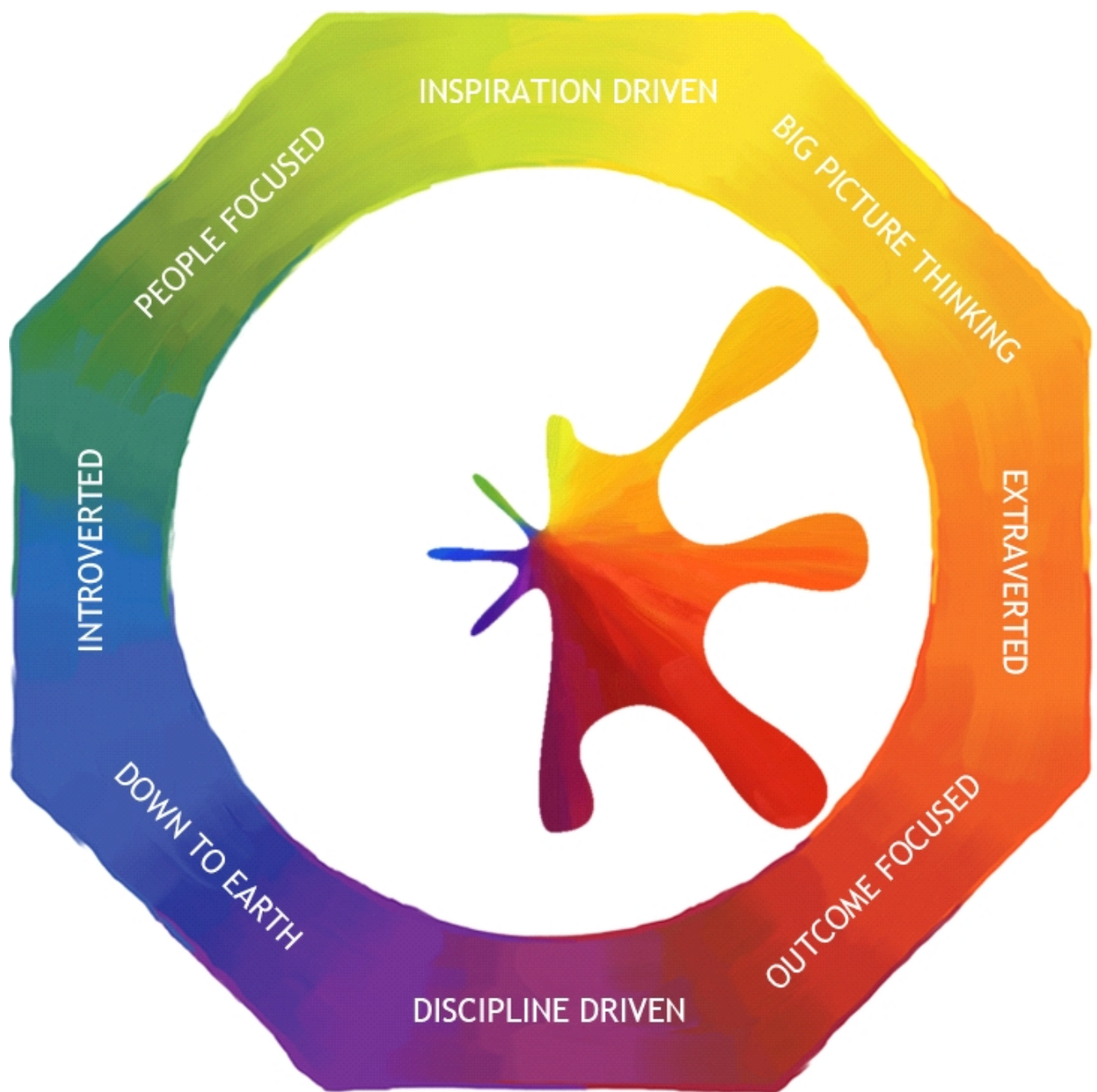
The mandala(1) shows a colourful approach to understanding key differences between individuals. On it you can see your colour scores across the eight aspects of behaviour.



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



## James Smith - Your Spark Mandala



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## Your 8 Aspects in order

1. **Outcome Focused** - When you are pursuing your goals you tend to work in a rational manner, eliminating problems and working through one process after another until you get the desired result.
2. **Big Picture Thinking** - You have the capacity to be free and unbounded in your thinking. This allows you to look beyond the immediate situation and finds ideas further afield.
3. **Extraverted** - You always find a way to influence others in a group. You are very convincing and people listen to you when you choose to share your ideas.
4. **Discipline Driven** - Once you have committed to doing something, others recognise that you have the self-control required to deliver on your promises.
5. **Inspiration Driven** - Making your flashes of inspiration a reality can be hard for you. This is especially true if you have to work outside of conventional processes to make it happen.
6. **Introverted** - You aren't always comfortable having one-to-one conversations. You may prefer a wider audience to discuss ideas.
7. **Down to Earth** - You sometimes find it hard to stay calm and you don't always take time to consider the options available to you. This can lead to poor decision-making.
8. **People Focused** - You don't always make a strong effort to consider the importance of other peoples' feelings. This can weaken your personal relationships.

# Your strengths and possible weaknesses

## James, your natural strengths are:

- 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.
- 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.
- You have a talent for finding trends and patterns. You have a knack for uncovering hidden meanings and this allows you to understand what is really going on.

## Here are some of your possible weaknesses:

- You may sometimes be so rational that you appear to disconnect from your emotional side. Although this may be far from the truth, it can cause people to see you as uncaring. This can have a negative effect on your relationship with your team.
- Sometimes you put yourself first to the detriment of the team as a whole. Not only can this have an immediate negative impact, it can also cause a loss of trust and confidence between the group and yourself.

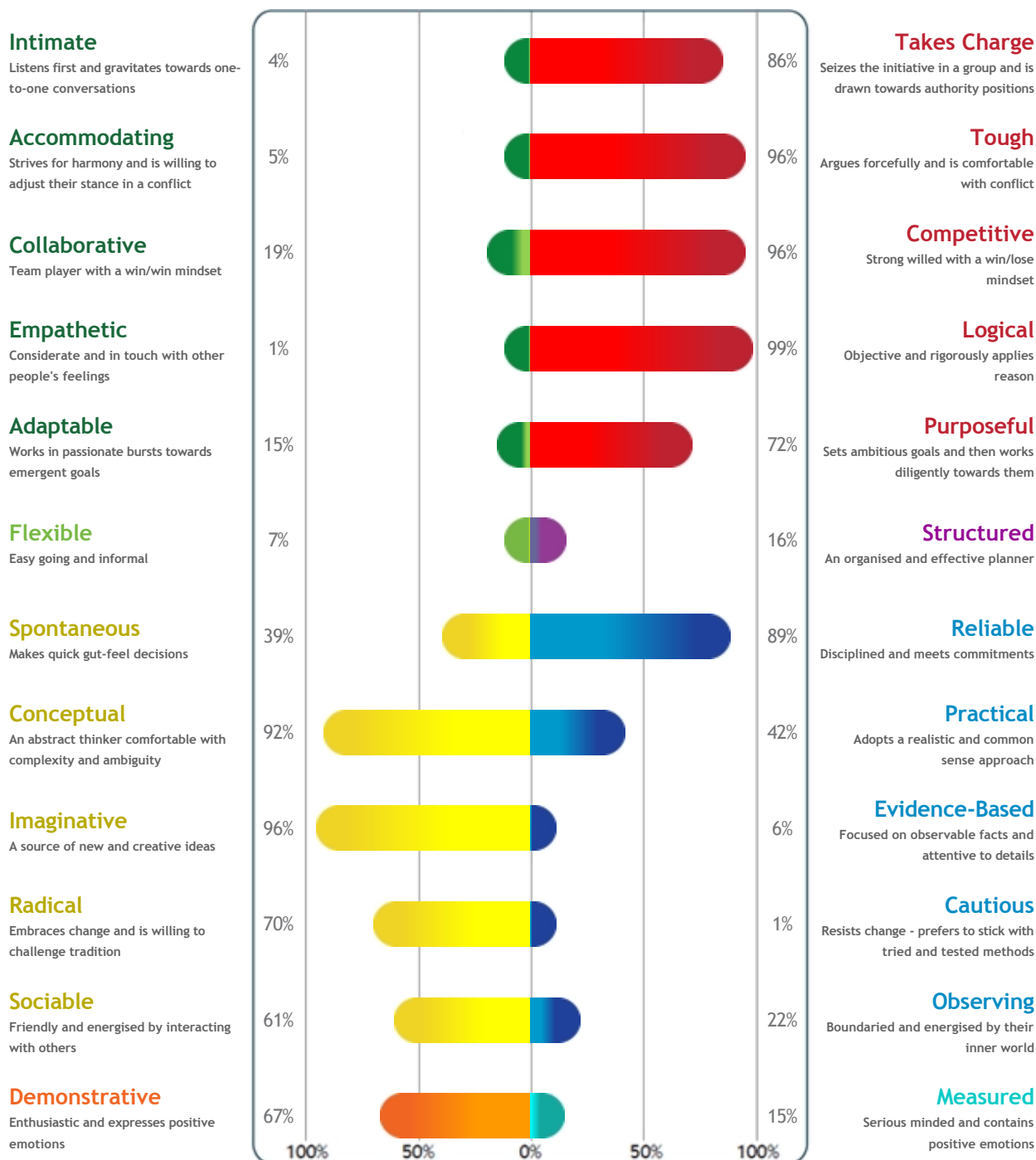
## Some suggested methods of development:

- You have a lot of common sense so don't let it go to waste. Remember to think things through carefully and stay calm in the face of unexpected trials. In such situations your common sense will help you find the right course of action.
- Allow your colleagues the chance to get to know you on a personal level. This will increase their trust in you.

# Your 24 Qualities in detail

## The 24 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.



# 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 Personas



## Your Underlying Persona

James, you have a preference for using Outcome Focused Red blended with Big Picture Thinking and Extraverted energy

Being analytical comes naturally to you and you often find yourself thinking things through in a logical manner. You prefer to take time to go through a rational process of elimination before you accept assertions, whether they are your own or the assertions of others. 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.



## Your Everyday Persona

James, you most often use Big Picture Thinking Red blended with Outcome Focused and Extraverted 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 take comfort from your common sense, even in a crisis. However there are times when you have to drop your natural reserve and engage more urgently with your creatively minded colleagues.



## Your Overextended Persona

James, when your overextended persona emerges you may notice that you use more Outcome Focused Red blended with Extraverted and Discipline Driven energy

Usually you avoid working close to deadlines. However sometimes you cannot avoid it and you can get so caught up in the thrill of beating the clock that you don't take time to manage your quality control. Usually you are a very sociable person and you are always willing to ask others to pitch in and lend a hand. However if you are under more time pressure than usual and you are feeling stressed, your sociability decreases. You try to solve problems by yourself and place more and more of the burden on your own shoulders.

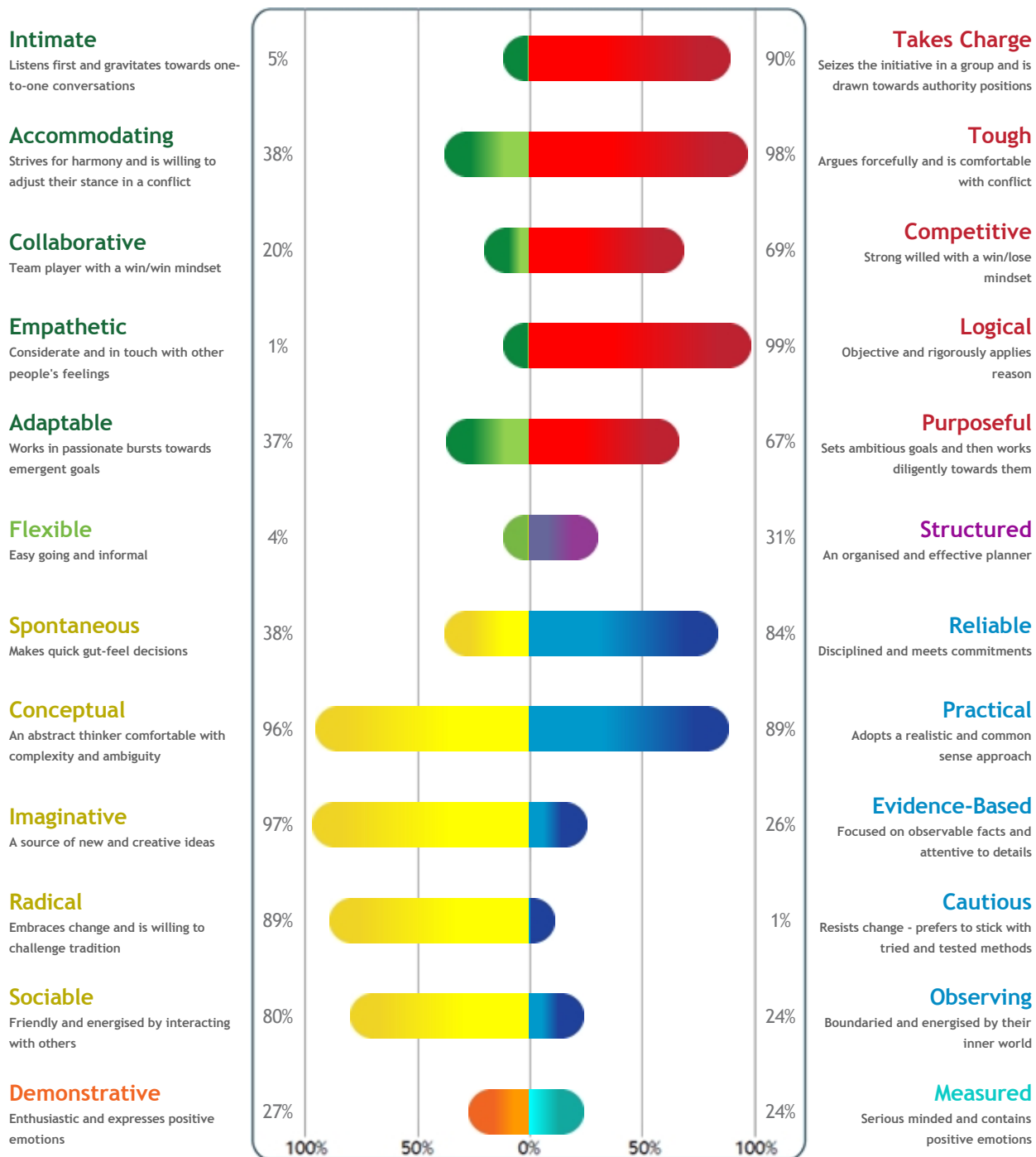
# Your Underlying Qualities



## The 24 qualities that make up your underlying persona



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





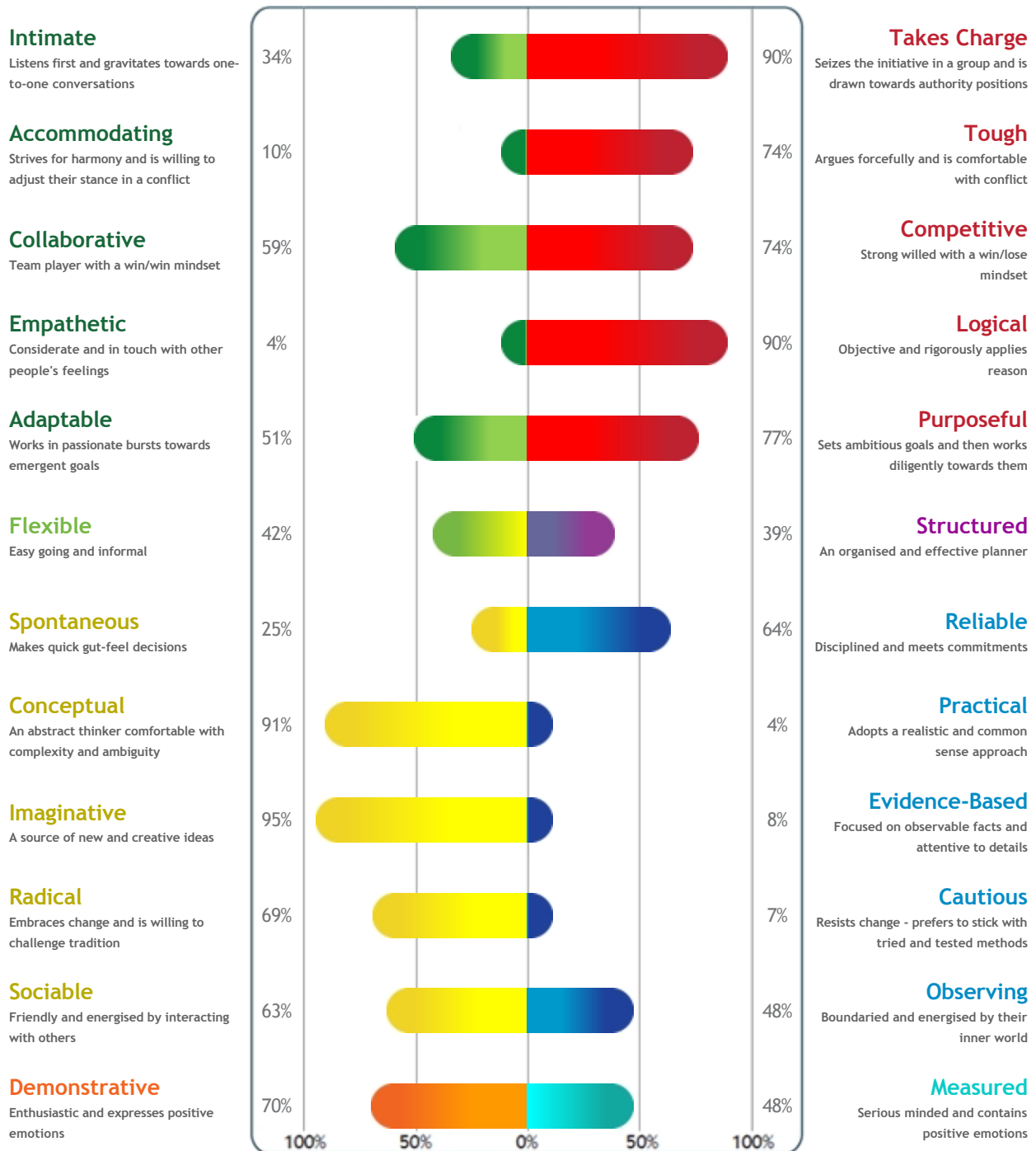
# Your Everyday Qualities



## The 24 qualities that make up your everyday persona



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





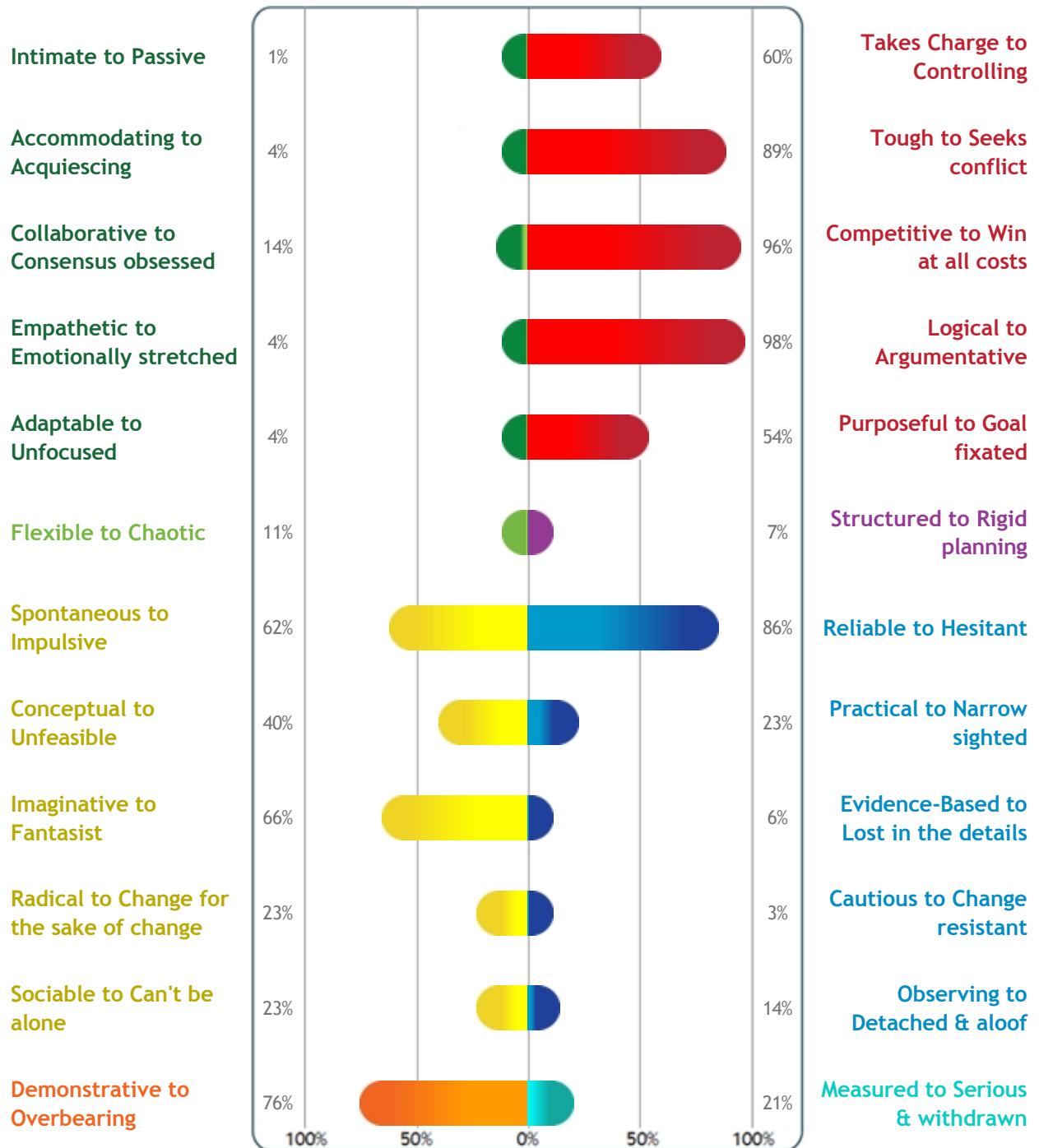
# Your Overextended Qualities



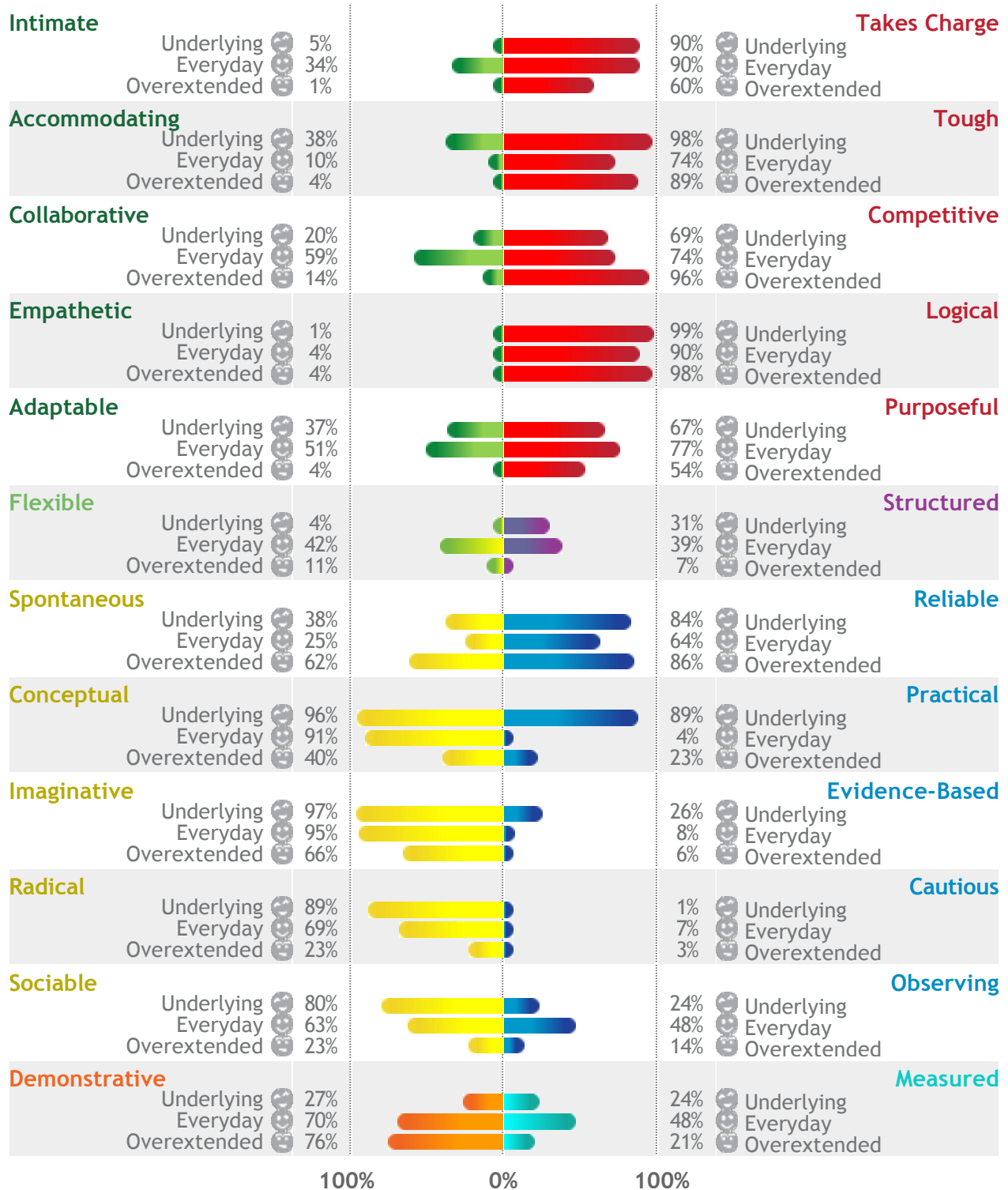
## The 24 qualities that make up your overextended persona



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



# Your 24 Qualities in detail



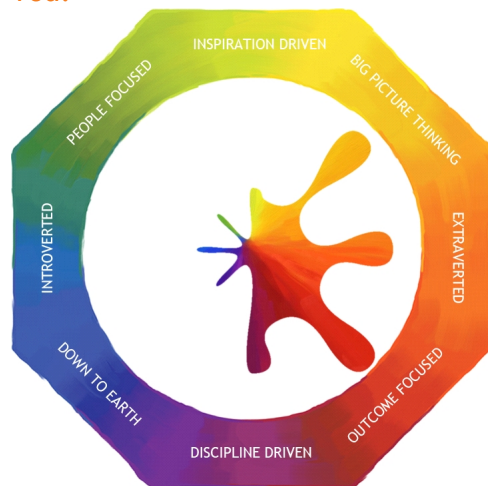
# Valuing Diversity

## Recognising your psychological opposite

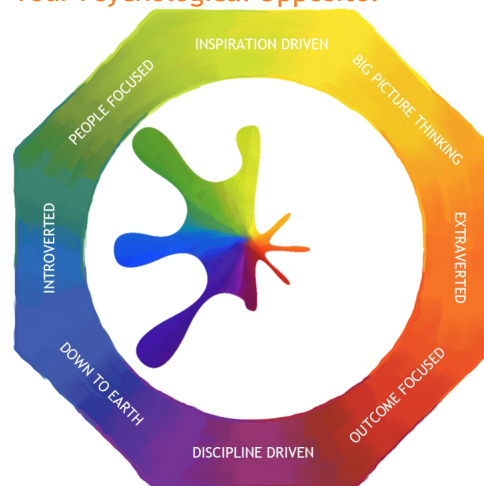
James, everyone has encountered people whose personas are the opposite of their own...

It is likely that you will be able to remember a time, or in fact several times, whilst you have been working, when you have encountered people who appeared absolutely alien in their modes of thinking and in the way they get things done. These people probably had a very different set of persona scores to your own. Have a look at the mandalas below and compare your own to that of your psychological opposite.

You:



Your Psychological Opposite:



No matter who you are, there are many positives and negatives which can be drawn from working with your psychological opposite. One main strength of working with someone so unlike yourself is that you complement each other's weaknesses. Your strengths will be very useful in helping your opposite deal with areas where they have 'blind spots' and vice versa. As long as your communication remains good and you ensure nothing is misinterpreted you can have a very effective working relationship as there will be very few problems that at least one of you cannot handle.

However, it is also possible that you can encounter difficulties when working with your opposite. You may start to see them as the answer to all of your problems and place too great a weight of expectation upon them. Try to develop your weaker qualities yourself. You should also try to aid your psychological opposite's growth in dealing with their own "blind spots". Another problem which often occurs is a breakdown in communication; because you think in very dissimilar ways it is easy for ideas to get lost in translation.

One way you and your psychological opposite could work well together is that you aren't always as cautious as you should be. Your opposite will stop you from making rash decisions. 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 feels most comfortable when they have all the facts established and they can back up their claims with solid proof. When working together you can use their skill to provide tangible support for your arguments.
- 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.

## Some problems you might encounter:

- You may find that you keep an emotional distance from your opposite. They can find it hard to work with you if you overlook the way decisions affect them personally.
- You may find that there is a lack of trust between you and your psychological opposite as they believe you put your own interests first, even if doing so hinders shared goals.

## 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.
- 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.



# Your Communication Preferences

## How you prefer to communicate with others:

- In a discussion you will only contribute after analysing the situation. You will have fully considered your point before sharing it.
- When you have an idea, you want to act on it immediately. Your enthusiasm then energises those around you.
- You are always 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 enjoy discussing abstract ideas, because it is in the abstract that you are most comfortable.

## How you like others to communicate with you:

- You like it when people can support their arguments rationally.
- You get a lot out of talking to people about things you find interesting and feel enthusiastic about.
- You prefer arguments to happen rather than allowing people to bottle up their feelings. You feel that conflict is a healthy and necessary way for people to overcome their underlying issues.
- You like people to ask you open-ended questions that give you free-rein in your responses.



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

- You find yourself irritated by people who expect you to accept their arguments and decisions without solid analysis.
- 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 it when people keep their thoughts to themselves and it becomes time consuming to draw things out of them.
- When people ask you to explain your ideas in a practical way you are likely to become annoyed. Some people find it hard to understand that you are unable to determine the practicality of your ideas.

### 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!
- 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.
- Often a tried-and-tested method will still be the best way to solve a problem. Listen to others' views on any improvements to be made. Consider the costs in terms of time and resources. Only proceed if it still makes sense.
- 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:

- 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.
- Exercises like brainstorming and 'blue sky thinking' really play to your strengths and others appreciate you for your creativity.
- Your ability to handle complexity can be put to good use when explaining issues to others. By breaking things down to simpler concepts, you can take the whole team forward.
- You are known for saying what needs to be said. This can be an important skill when a team is faced with a difficult situation where others may try and steer away from contentious issues.

However sometimes you may overplay your strengths:

- You enjoy assessing projects in a logical manner and drawing conclusions based on your own deductions. However, there are times when you can struggle to factor the people side of things into your thinking.
- 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.
- Your capacity for conflict can mean that you reach an impasse in discussions with no easy way forward.
- 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.



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 enjoy taking risks, even if this means going against tried and tested methods.
- You find it hard to concentrate on work that needs great attention to detail. If your results are incorrect they can affect the conclusions of the whole team.
- 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.

Here are some suggestions to improve your teamwork:

- Keep focused on the goal, not just on the journey. There's no point in having everything on the checklist ticked off if the product is delivered a week late.
- 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.
- 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.
- By being open to the possibility of ambiguity you can allow new thinking to emerge.



## 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.

The cautious seldom err. - Confucius

You might see Confucius' message as slightly inane, but that doesn't get away from the fact that there are times when you could do with a bit more caution in your life. Sometimes you find yourself dealing with the consequences of overly hasty decisions. If you decide to take a calculated risk, try to determine what the possible outcomes could be. You don't want to waste your time cleaning up mess after mess.



# Lumina Spark Portrait



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