

**Your Name**

**Facilitated By Akie Mimori**



**GREEN**



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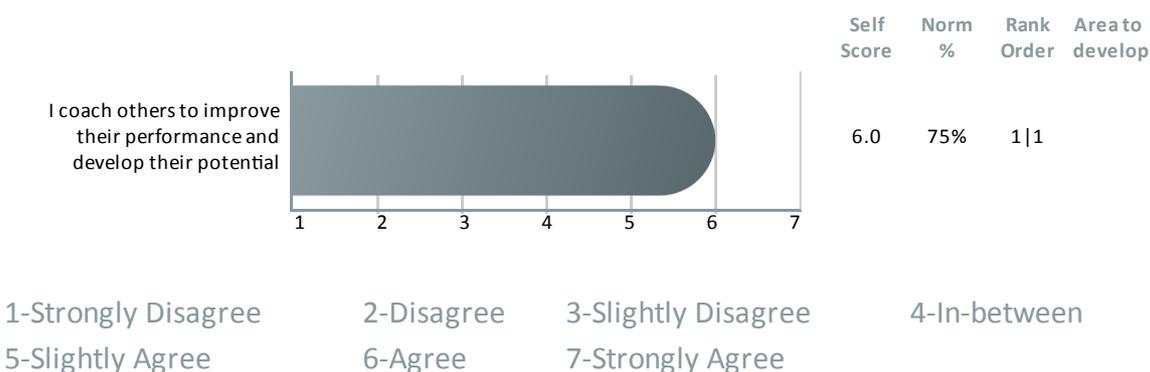
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## Glossary: How To Read Your Lumina Leader Portrait



Self	Norm %	Rank Order	Area to develop
Your self-assessed score out of 7, with no reference to a norm group	Your self-assessed score as a percentage relative to other leaders in Lumina's normative database	Your self-assessed score in comparison to other leaders in your project	The flag indicates areas for personal growth with the number of times other raters marked the question, competency or domain for development

The following terminology is used within the Portrait:

**Quality:** A set of characteristics that represent your behaviour and thought processes in leadership.

**Domains:** A set of leadership qualities that are grouped together to form a particular style of leadership.

**Norm:** Normative data is the representative population sample. Norms are values that are representative of a group and that may be used as a baseline against which subsequently collected data is compared. Normative data helps get a sense of the distribution or prevalence of the characteristic being assessed in the larger population. By collecting normative data, various levels of test performance are established and raw scores from the test are translated into a common scale.

**Overextended:** This is a term used to describe exaggerated qualities you display as a leader under stress or high degrees of pressure.

## Your Leadership Overview



### Your Name

Each of the four leadership domains shapes an individual's leadership style in a different way but they are all valuable. Your personal leadership style is most heavily influenced by Leading with Vision as that is your highest domain score. The motivator behind your leadership is "Passion"

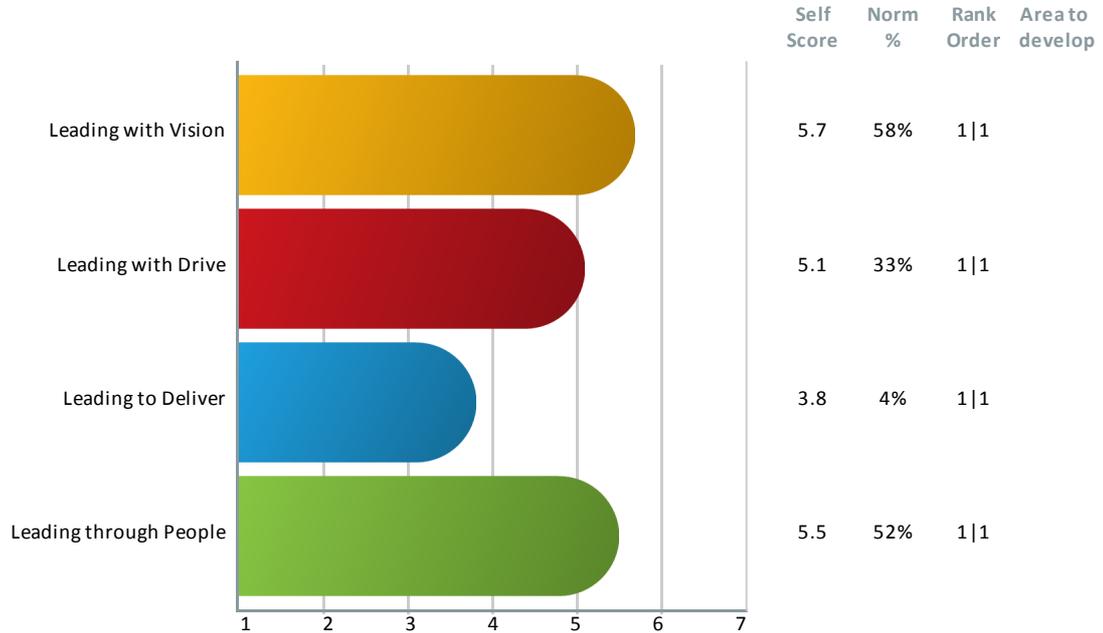
### More on your leadership qualities:

- You use your insight into the current market trends and demands, nurturing creativity and generating new ideas to stay ahead of the competition.
- You are a leader who actively inspires and energises those in your team, creating a climate in which people want to give their best.
- Your enthusiasm for learning means that you always take away valuable lessons by analysing where you have succeeded and failed in the past, constantly strengthening and developing an effective leadership style.

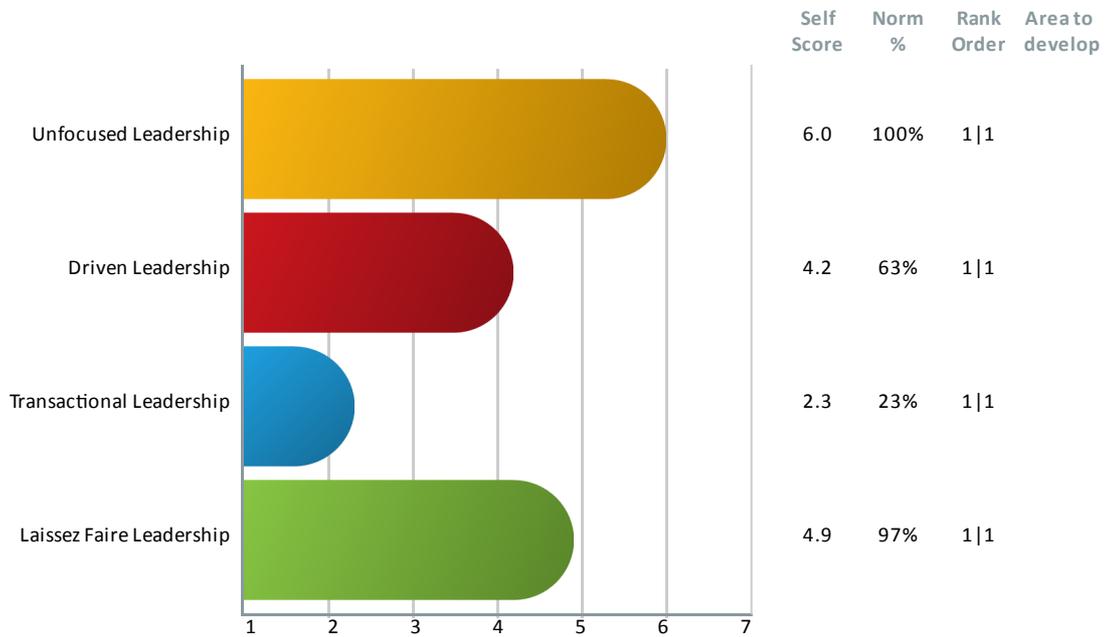
# Your Domains Overview

The following chart displays how you scored at the domain level.

## Effective Use of Domains



## Overextended Use of Domains



# Your Effective Leadership Starburst

## LEADING THROUGH PEOPLE

- INTERPERSONALLY ASTUTE
- COACHES & DEVELOPS OTHERS
- INTEGRITY & TRUST
- CALM UNDER PRESSURE
- DATA GATHERING & ANALYSIS

## WIN-WIN PARTNERING

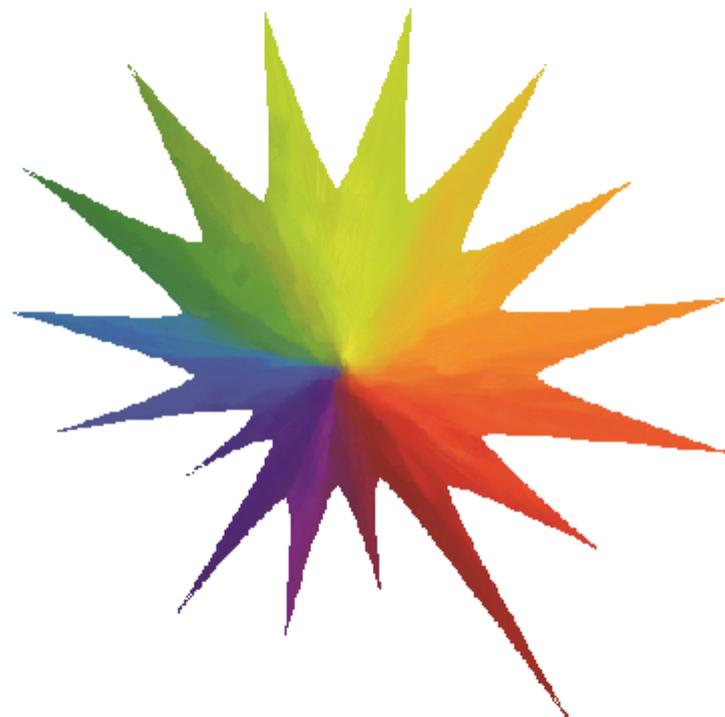
- PLANNING & FOLLOW-THROUGH

## PASSION FOR LEARNING

- PURPOSEFUL ARGUMENTATION

## LEADING WITH VISION

- INSPIRES & ENERGISES OTHERS
- STRATEGIC THINKING
- CHAMPIONS INNOVATION



## STRIVES FOR EXCELLENCE

- PROVIDES CLEAR DIRECTION

## LEADING TO DELIVER

- HOLDS SELF & OTHERS ACCOUNTABLE

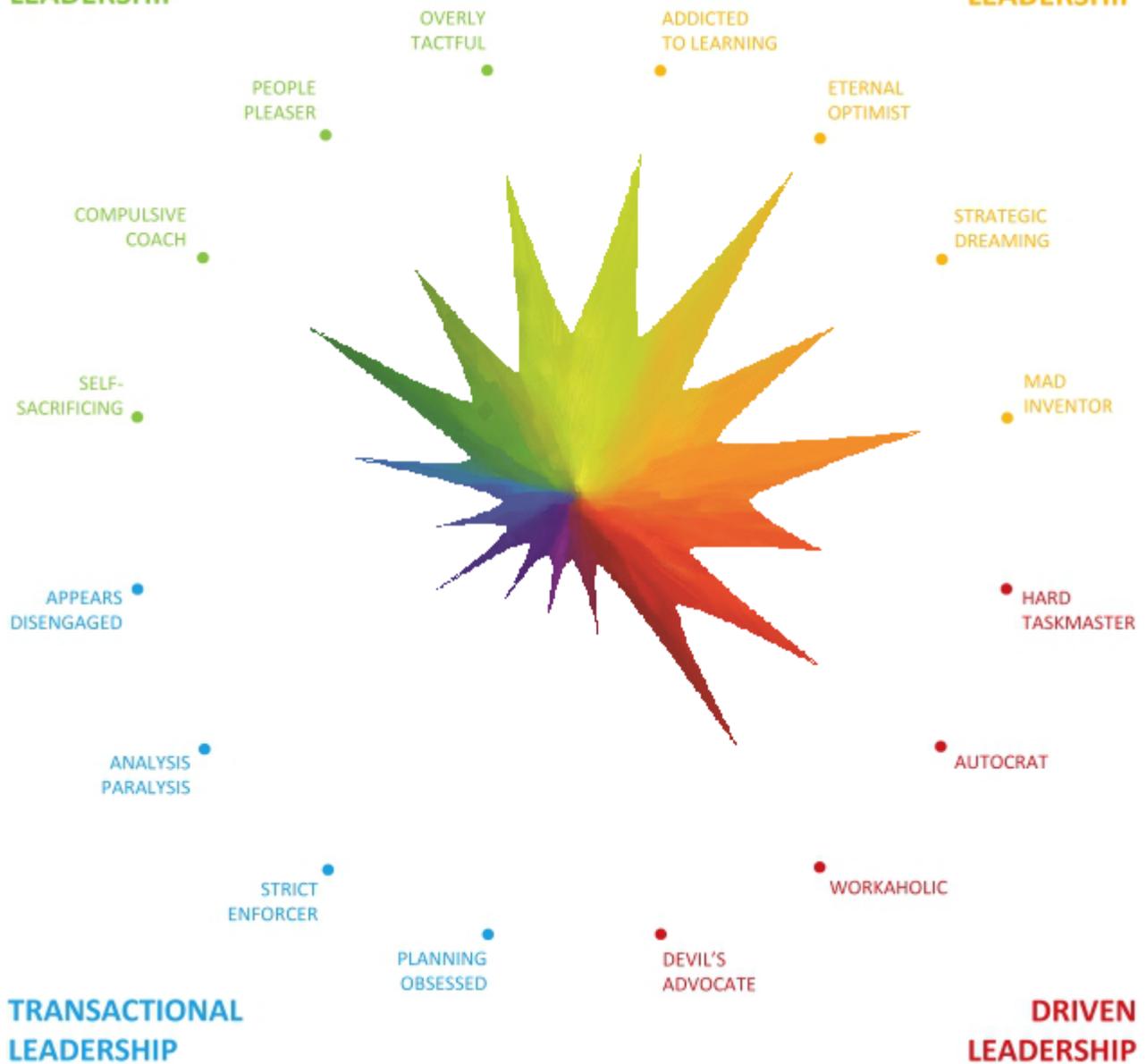
- DRIVE & DETERMINATION

## LEADING WITH DRIVE

# Your Overextended Leadership Starburst

## Laissez Faire Leadership

## Unfocused Leadership



## Your Effective Leadership Tag Cloud

Tag cloud based on your self-assessed scores.

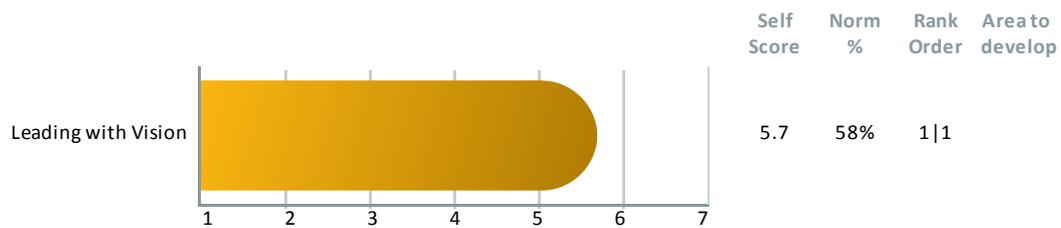


# Leading with Vision

## Effective Use of Leading with Vision

Leaders who focus on this domain are life-long learners who take away valuable lessons to contribute to the overall goals of their organisation. They're always motivating others and fostering their creativity, promoting a dynamic environment of constant innovation and long-term thinking.

### Your overall effectiveness in Leading with Vision:



### Your key strengths:

- You encourage others to share ideas and fuel each other's creativity in the quest for innovation
- You are willing to change goals to best harness your team's energy
- Others are often inspired by your outgoing attitude and you like to share stories based on interesting experiences

### Here are some more ways you show that you can lead others

- You use your creative mind to think outside of the box and generate ideas that make you stand out from the competition. As an innovative leader you challenge your organisation to constantly develop and evolve, thereby setting the trends rather than following them.
- You are a strong leader, with a steadfast commitment to your goals. Your determination enables you to keep a team of diverse personalities energised and focussed on the goals that have been set. Because you are confident in expressing your views directly, no-one is ever in doubt about what is needed to achieve success.

# Leading with Vision

## Your suggested areas of development

Although you scored very highly in strategic thinking it is important for you to keep on developing this strength. There are avenues to explore and incorporate into your vision for the future and it is important for you to consider your options carefully. The overall situation is constantly changing and it is important to stay up to date with what is going to allow you to continue making informed decisions.

Development is an on-going process. Even though you have scored very highly in passion for learning there are still ways to grow within this quality. There is always the potential to explore new ideas and to use your creativity to further enhance your existing skill repertoire. An integral part of passion for learning is not resting on your laurels. It is important to keep searching for new ideas, practices and skills that will benefit you and your team.

## Here are some more ways you can develop to lead others

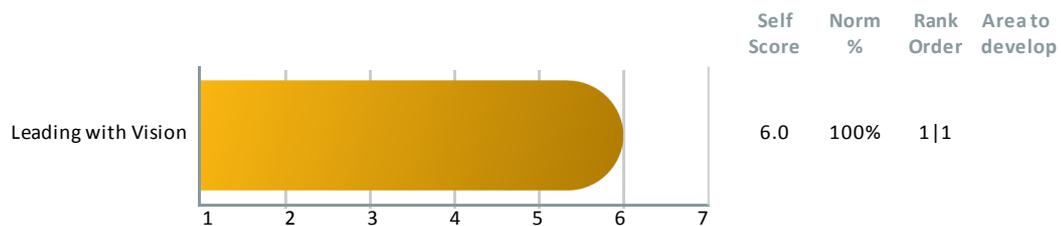
- While strategic thinking is already one of your top qualities for this domain there are still ways that you can build on it by honing your vision for the future
- Passion for learning is one of your key strengths and you should enhance it by focusing on new ideas and encouraging team discussions where these ideas can be shared
- You are a very motivational person already but you can further improve the way you inspire and energise people by working on your communication style
- As a leader you have a strong focus on organisational development and change, yet you can still improve this by engendering a similar zeal for change within your team
- Try to incorporate the lessons you have learned from past projects into your plans for the future
- Your relationship with the team could be improved by connecting with others more informally
- You might benefit from further exploring the options open to you when it comes to planning the way forward
- Make a point of encouraging others to come to you to develop their ideas, this will spur on your own creativity

# Leading with Vision

## Possible Overextensions of Leading with Vision

Leaders who focus too much on their vision can become unrealistic, frustrating those around them who seek a more practical assessment of future opportunities, progress and goals. Others can also see them as learning-obsessed and in danger of overlooking business priorities. Their positivity can appear misguided in times of crisis, prone to taking risky decisions in order to achieve too much in one go.

## Your possible overextensions of Leading with Vision:



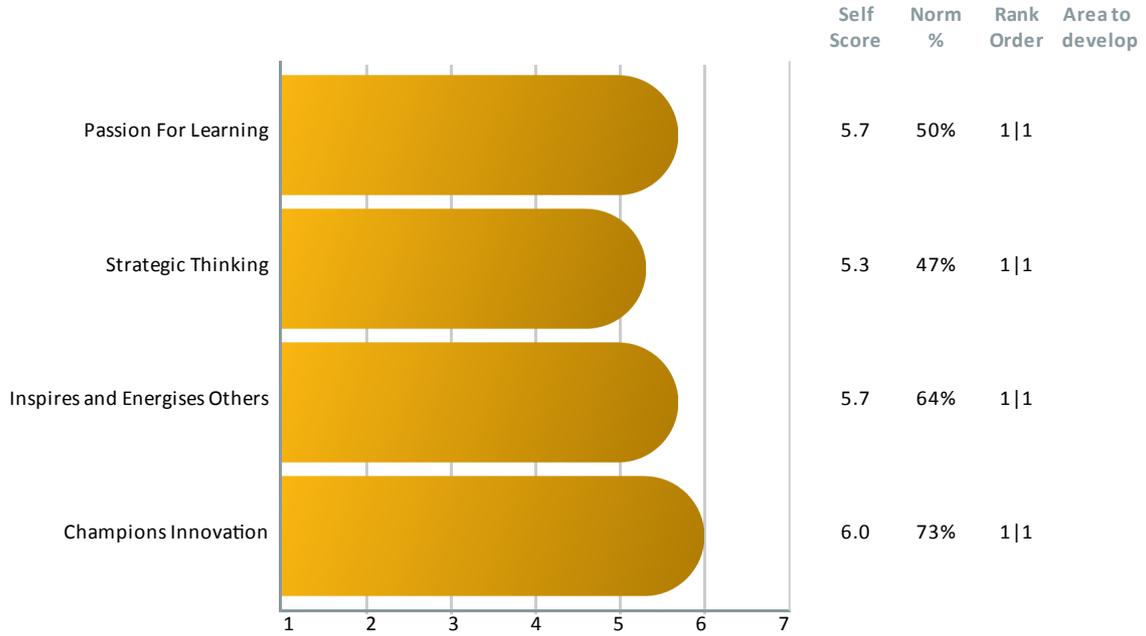
## Final comments and recommendations on your Leading with Vision

- Make at least a show of certainty when you pick a particular direction for your team
- Try to be firm with your team when pushing them onwards
- Make sure your interactions with those around you are conducive to finding new ideas for innovation
- Try not to be forceful in pushing ideas against those who are uncomfortable with confrontations, this will cause unnecessary conflict
- Your creativity can lead you off on a tangent and override the issues others actually wanted to discuss with you
- There are times when you bring conversations back to pragmatic topics too quickly and disrupt valuable creative thought processes
- Normally you can work efficiently even when a deadline is just around the corner. However sometimes, in an effort to cut it as close as possible, you miss the deadline completely.
- Occasionally you find yourself unable to work effectively outside of a group situation. Your preference for working within a team can become so pronounced that you simply cannot adjust and work on your own.

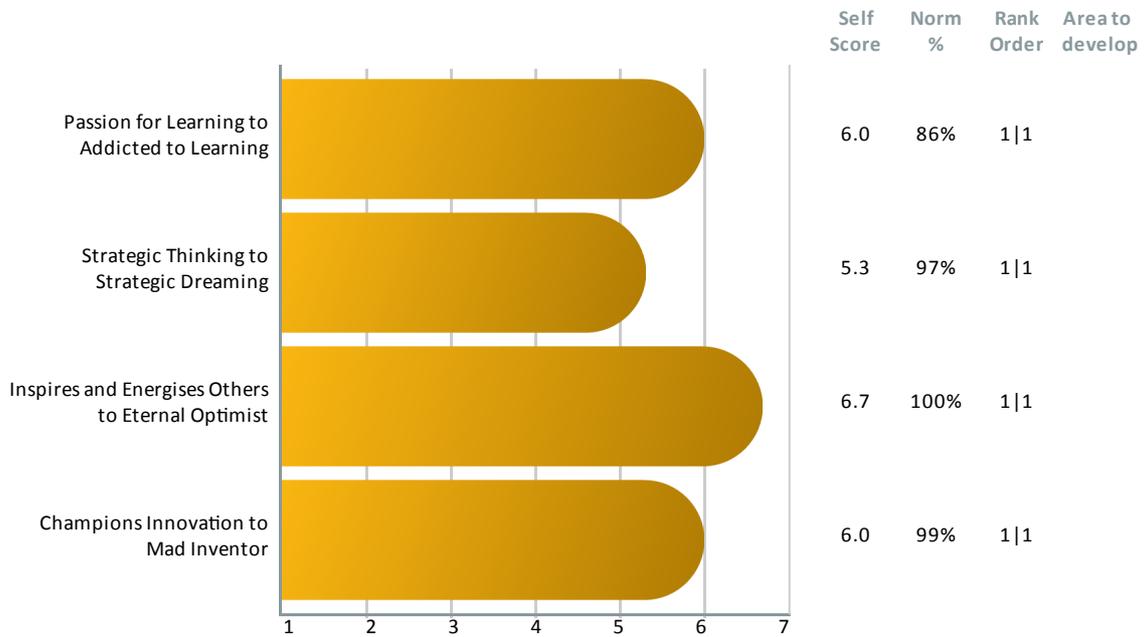
# Leading with Vision

## Your Effective and Overextended use of the four qualities:

### Effective



### Overextended

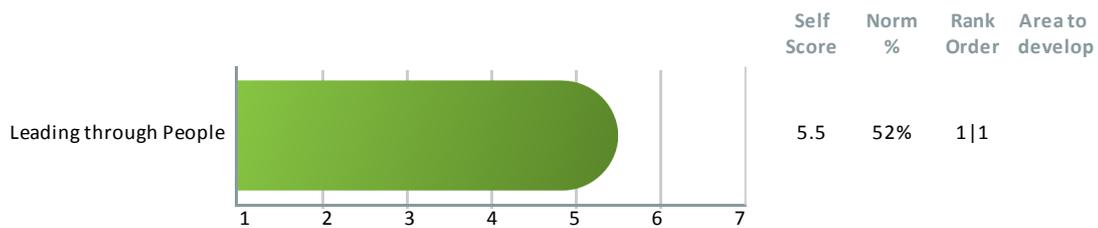


# Leading through People

## Effective Use of Leading through People

A leader who can effectively speed-read and build rapport with others can often influence them positively in order to achieve collaborative goals. They promote a work environment based on trust and shared values, wherein each person feels comfortable sharing their views and feedback in a constructive manner.

### Your overall effectiveness in Leading through People:



### Your key strengths:

- You adjust goals as the project progresses in order to accommodate different perspectives and create a common target
- Your positivity about others inspires them to set high targets for self-development
- It comes naturally to you to help the team connect with one another to come up with shared resolutions

### Here are some more ways you show that you can lead others

- You develop new methods and processes in collaborative endeavours with your team members and encourage common interest in the articulation of their implementation. Not only does this give everyone a sense of shared ownership; it provides evidence and encouragement that their own new ideas will be given the same level of group support.
- With resourceful vision, you often find methods for developing people's skills which would not have occurred to them. When someone in your team has come to a standstill, you use your intuitive understanding of their skills in combination with your ability to be imaginative, to provide helpful suggestions. Your skill at seeing the big picture allows you to appreciate how training that might seem irrelevant now, will be useful in the long run.

# Leading through People

## Your suggested areas of development

As a leader you place a lot of value in integrity and trust. This can be developed further by getting the rest of your team to accept these values as core values. Encourage your team to see the benefit of embracing this quality. This will allow you to create a tight-knit team and a trusting environment. You can also make use of this quality by explaining your decisions to others and letting them understand your thought process.

You are a very interpersonally astute leader. While this is a strong quality you can still develop in this domain by harnessing it more effectively. Use your understanding to build connections within your team, as well as between the team and yourself. Keep an eye out for any conflict as you can use this leadership quality to act as a diplomat and resolve disagreements amicably.

## Here are some more ways you can develop to lead others

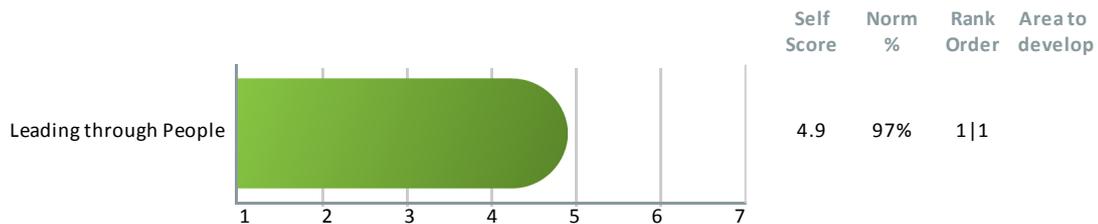
- As a leader you strongly value integrity and trust but you can increase the impact of this on your team by improving the way you communicate these values to them
- You make a point of encouraging win-win partnering within your team and you can take this to the next level by further utilising this shared motivation and purpose
- Others see you as very interpersonally astute but there are ways you can apply this more directly to the team by more closely linking this understanding to action
- You often make a point of coaching and developing others and this strength can be enhanced by looking at the final outcome of the development process
- Building strong bonds with your team is crucial as a leader
- Understanding the areas of weakness in your team will help you to target your efforts to turn them into strengths
- Make sure that your team feels that they get the praise they deserve when things go well
- Interpersonal understanding is something that you should keep honed through constant application

# Leading through People

## Possible Overextensions of Leading through People

When these leaders overextend in this domain, they can get too involved in the personal problems of others, spending too much time making sure everyone is happy rather than focussing on collective goals. They may also end up losing track of their own priorities trying to help others with their concerns, compromising their personal goals in their stubborn upholding of values and honesty.

## Your possible overextensions of Leading through People:



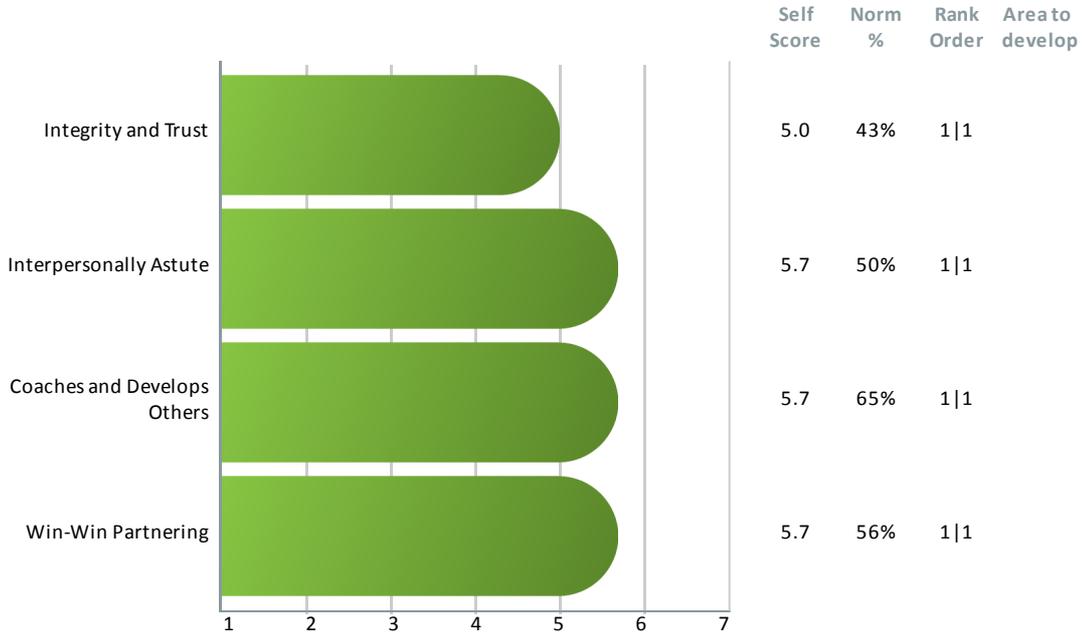
## Final comments and recommendations on your Leading through People

- Your team can have a hard time working with you as they can find it difficult to stay on track with your instincts
- Sometimes you can bog your team down in the nitty gritty tasks and fail to push towards a greater vision
- Remember that empowering team members may be a more powerful change agent than your direct management
- Be wary of allowing your imagination too much free rein; you may see development points for your colleagues that aren't actually there
- Try to engage in depth with underrepresented views
- Put your ideas in a straightforward, logical manner when your team need a simple understanding of what happens next
- Some situations call for empathy and compassion and this role suits you well. However there are times when your emotional side can cloud the issue and make it difficult for you to distance yourself and be objective.
- 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.

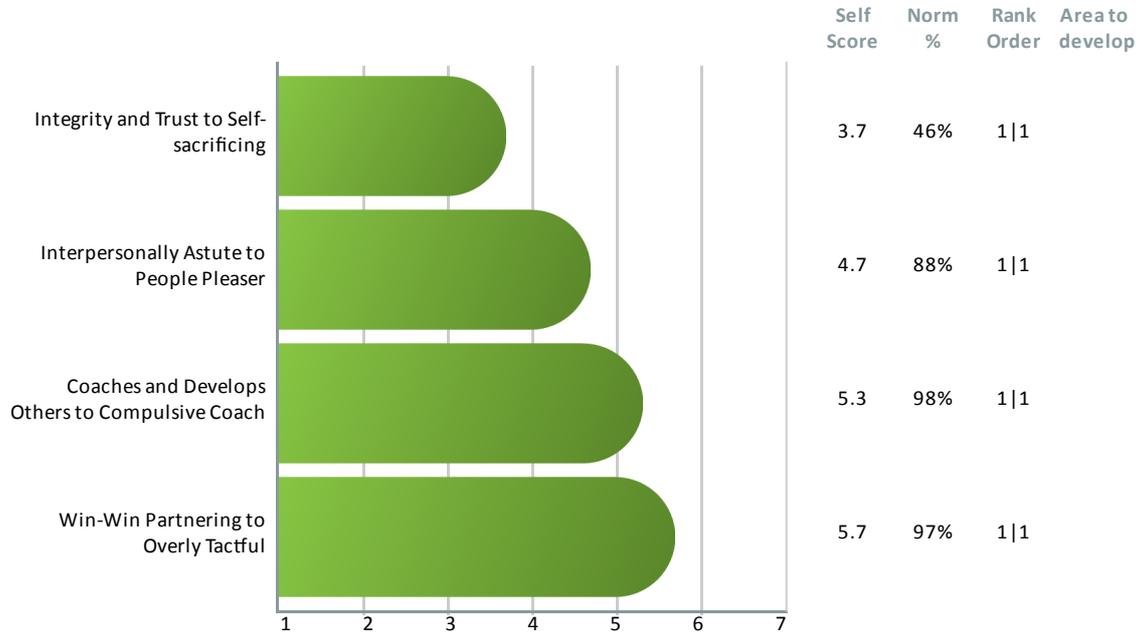
# Leading through People

Your Effective and Overextended use of the four qualities:

## Effective



## Overextended

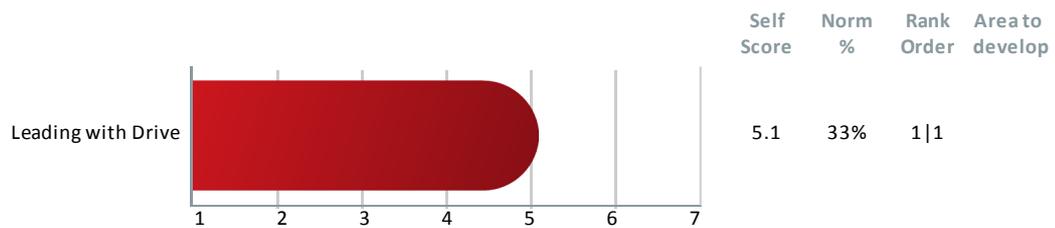


# Leading with Drive

## Effective Use of Leading with Drive

Leaders who communicate clearly are able to achieve great things, saving time and energy that could be lost due to misunderstanding caused by incomplete directions. They provide clear logic behind their decision making, instilling energy in others, motivating them to constantly improve on past achievements.

### Your overall effectiveness in Leading with Drive:



### Your key strengths:

- You are good at sharing your enthusiasm and drive in order to get a group on your side with a decision
- Your understanding of the larger gains of a project gives you the courage to follow through on the more difficult steps that pave the way to its completion
- You are unafraid to challenge others to try new approaches that aid change

### Here are some more ways you show that you can lead others

- When faced with a sudden, unexpected change in circumstances, others in your team have a tendency to shut themselves off from reality. You, on the other hand, are more likely to face the facts and do what you can to take the pressure off your team.
- As a leader you expect your team to reach the highest standards possible. You adopt a tough stance with your team and don't go out of your way to make yourself popular. You ultimately want your team to succeed and know that pushing them hard will lead to better results. Your demanding and unyielding style can often lead to them achieving far more than expected.

# Leading with Drive

## Your suggested areas of development

Try to stay positive in your outlook. This sort of assertiveness can be very engaging and persuasive for your audience. If you use this aptitude of yours to its full potential it will allow you to persuade others round to your point of view as you have the ability to find ways of staying optimistic in trying times.

There are times when your team would have benefited from you sharing your creative problem solving ideas with them. If you make a point of sharing knowledge and ideas within a team you can create consistency and increase rapport between individuals. Doing this can also assist you as the team may become more effective at supporting each other.

## Here are some more ways you can develop to lead others

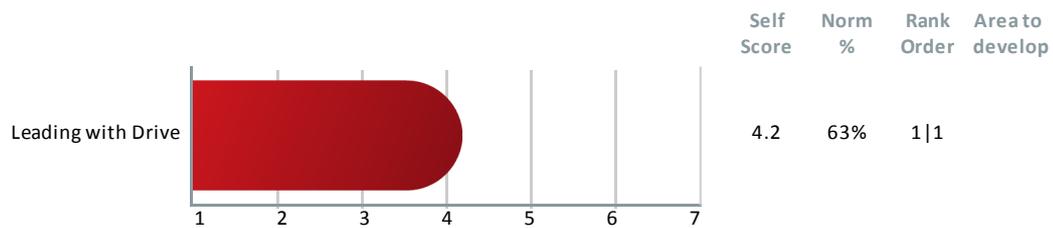
- In order for them to succeed and gather support, your new ideas need to be supported by strong arguments
- Endeavour to use a focus on team success as a tool for persuasion in your discussions with others
- Harness your ability to change the focus of your argument to a more open ended perspective if that is what the situation requires
- Try and let your team know of problem solving methods you have thought of so that they can use them if obstacles arise
- As you focus on open-ended targets make sure you clearly communicate any changes of direction to your team
- Try to be understanding when others are proving hard to persuade around to your point of view
- Pay attention to feedback from others to ensure that the message your team hears is the same as the one you want to be heard

# Leading with Drive

## Possible Overextensions of Leading with Drive

When these leaders overextend they are in danger of losing trust and commitment from others due to their demands for perfection. These leaders can find it hard to forgive people who have let them down in the past and do not leave sufficient time for team development and growth. Their tendency to overindulge in confrontational discussions in order to be proven right can also damage relationships.

## Your possible overextensions of Leading with Drive:



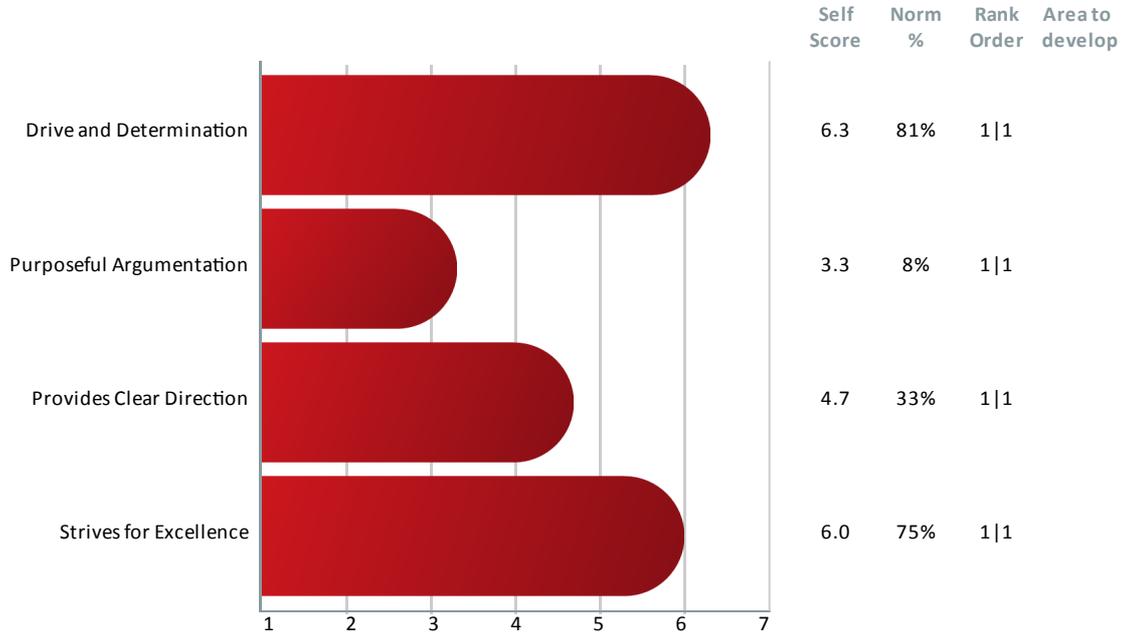
## Final comments and recommendations on your Leading with Drive

- Sometimes you try to be emotionally supportive to people who would prefer it if feelings remained private
- You should be careful to limit your creativity when it comes to problem solving as some of your solutions are unrealistic
- Let the belief in yourself and your ideas keep you focussed in the times when you'll be standing alone
- Only impose yourself on others when you are convinced it is for the benefit of the team as a whole
- There are times when your focus on what is realistic is at odds with some of the more ambitious goals of your organisation
- There are times when your instincts mislead you and you take a risk too big or one risk too many
- 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.
- Your desire for control is normally a positive influence on the group but you sometimes end up fighting for control of a group instead of moving forward.

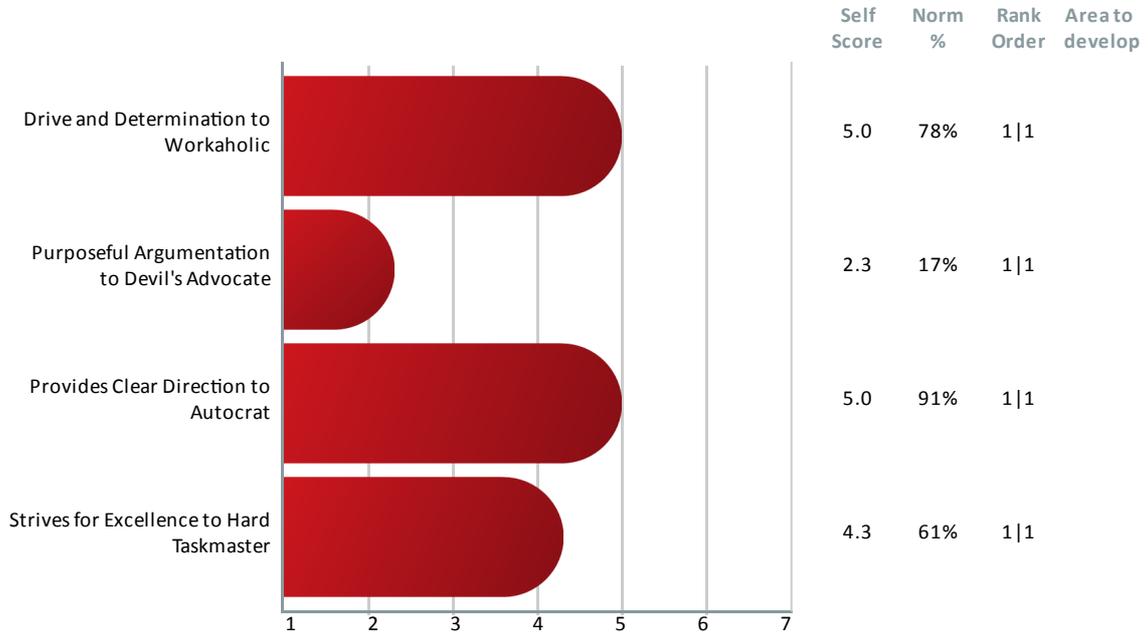
# Leading with Drive

Your Effective and Overextended use of the four qualities:

## Effective



## Overextended

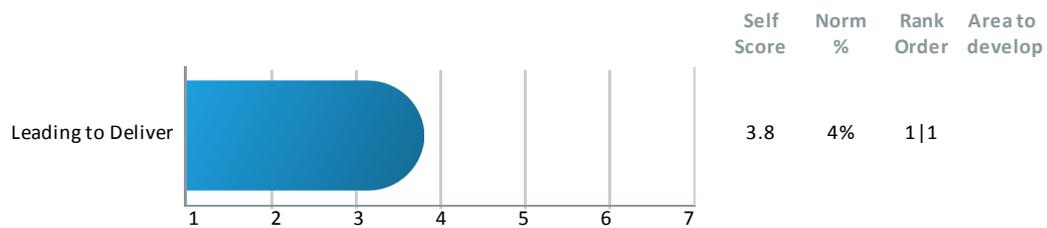


# Leading to Deliver

## Effective Use of Leading to Deliver

These leaders are reliable and possess the necessary discipline and attention to detail required for the team to deliver to their commitments. They are meticulous planners and enforce structures to ensure consistent delivery, keeping their composure even when the pressure is on.

### Your overall effectiveness in Leading to Deliver:



### Your key strengths:

- It takes a lot to unsettle you and you maintain your confidence in challenging circumstances
- You look further than what is already evident when deciding how to approach a difficult situation
- You reserve necessary time to give attention to the welfare and concerns of your team even if under a lot of time pressure

### Here are some more ways you show that you can lead others

- You don't shy away from taking risks to benefit yourself and the team. Your willingness to consider the extremes proves invaluable when a particularly tough situation demands immediate, drastic reconfiguration of your approaches. Going to such extents is not easy and is at the sacrifice of traditions but you know the importance of swift action with regards to restoring calm and stability in the work place.
- You are keen to lead by example and share your successful experiences with others. Your poise maintains the team's faith in you as a headstrong, positive leader. You understand the dangers of intimidating your peers therefore you make sure your influence always remains positive so that they reciprocate your enthusiasm and confidence. Especially in times of difficulty the positivity you instil means that your team can quickly regroup and tackle problems sensibly.

# Leading to Deliver

## Your suggested areas of development

Gather and analyse relevant data to aid your creativity in conceiving the most effective solutions to a problem. The added insight will give you an even firmer grasp of the big-picture as well as helping you assess the risks involved in each of the options open to you, resulting in decisions that are ambitious yet practical.

The plans you develop must offer room to manoeuvre when the unexpected happens. Committing to follow through on a plan is important, but can become a waste of time and resources if circumstances render it suboptimal. As the leader, try to take the initiative to readjust your plans or seek alternatives. You already have an intuitive sense of how to do this, so don't be afraid to use it.

## Here are some more ways you can develop to lead others

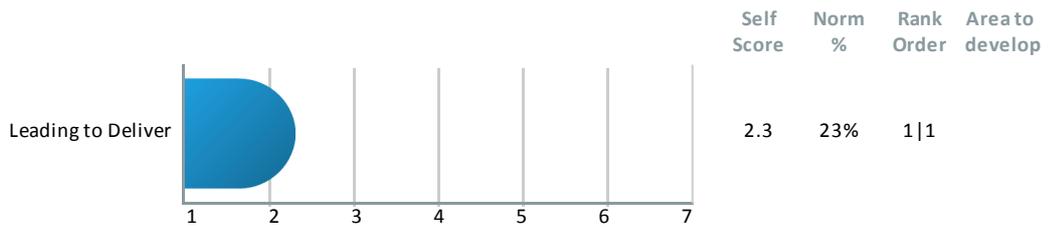
- Don't be afraid to be decisive and direct when taking up responsibilities and making decisions, supporting your actions with thorough analysis of relevant data
- Involve others in your efforts to gather relevant data and analyse it, to give you a broader understanding of the individual viewpoints within your organisation
- Don't shy away from expressing your commitment towards your plans in order to motivate others to do the same
- Try and make use of your creativity to come up with innovative plans and methods to pull them off
- Encourage your team to look for their own objectives, even if those objectives are on a tangent to the original goal
- Consider changing the plan in order to take individual commitments into account
- It is important to take the opportunity to give some thought about the state of the project so far as well as the direction it will take in the future. Make time to perform these evaluations to ensure that you can stay on track.
- There will be times when you need to sort through lots of information. You should try and improve your data-handling skills. One way to do this is to look for patterns within the statistics; this will help you filter out the relevant data.

# Leading to Deliver

## Possible Overextensions of Leading to Deliver

Leaders who value delivery above all risk stifling the individual growth and creativity of those around them. They can appear indecisive when confronted with a situation where they feel they require more information. Also they can spend too much time and energy on planning, holding the team back from taking action and delaying progress.

## Your possible overextensions of Leading to Deliver:



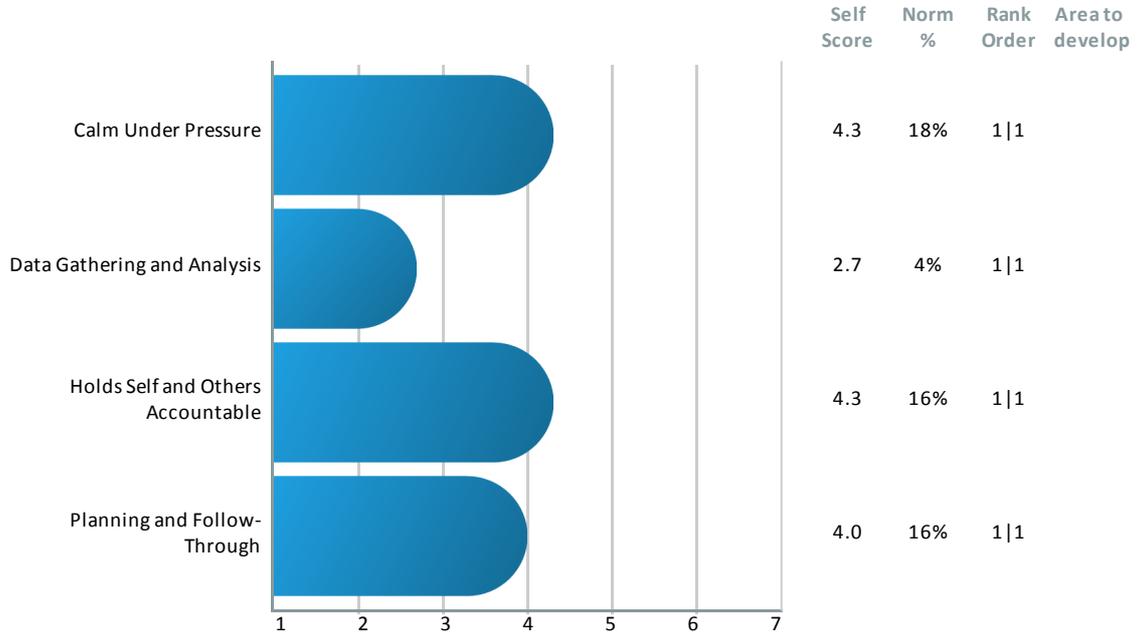
## Final comments and recommendations on your Leading to Deliver

- You consistently did not report any overextended qualities in the questionnaire

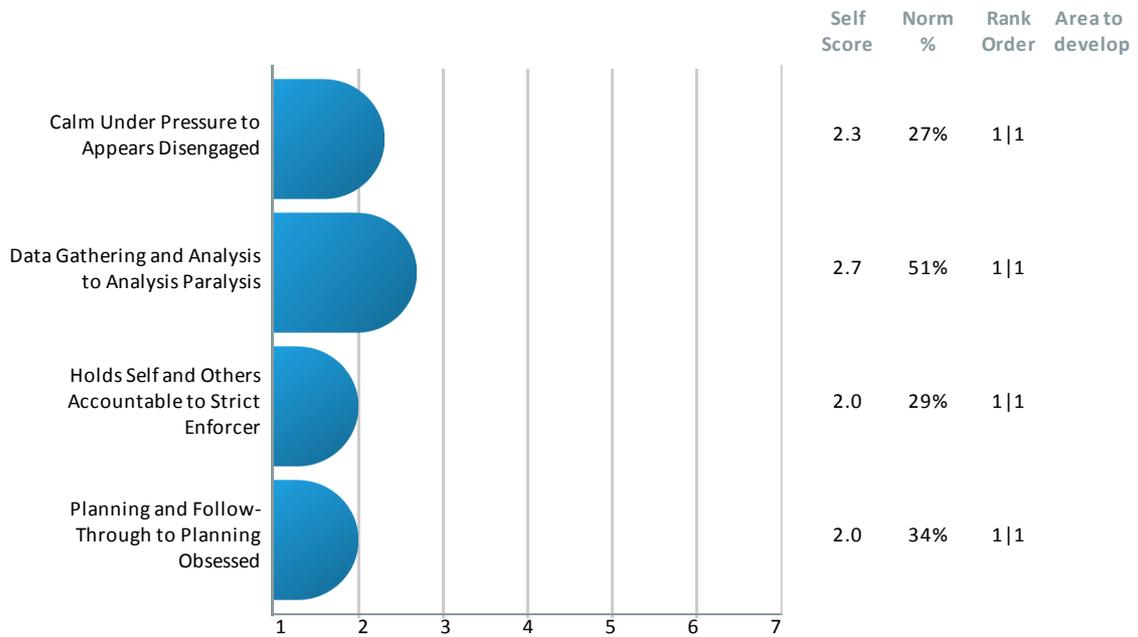
# Leading to Deliver

## Your Effective and Overextended use of the four qualities:

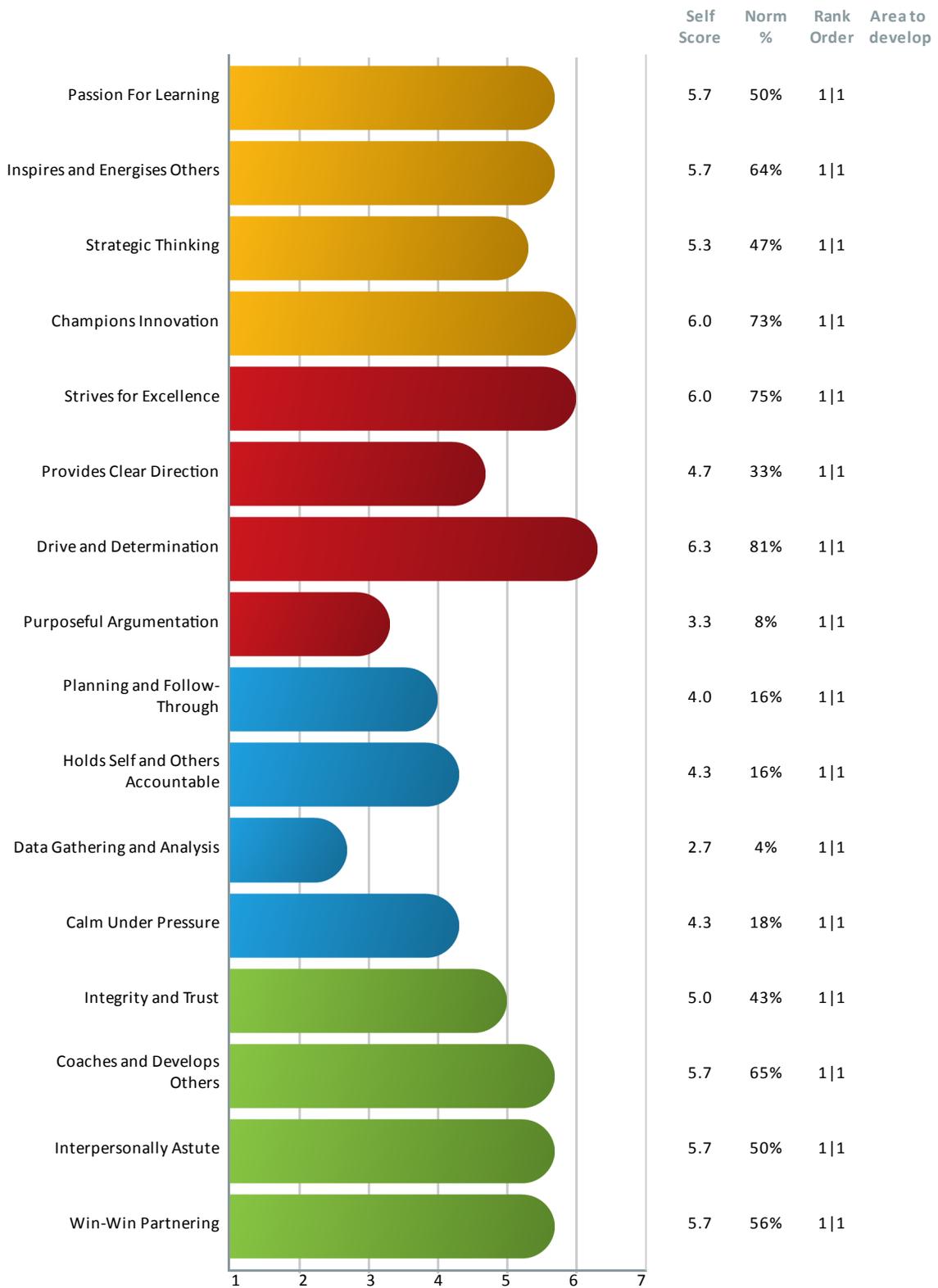
### Effective



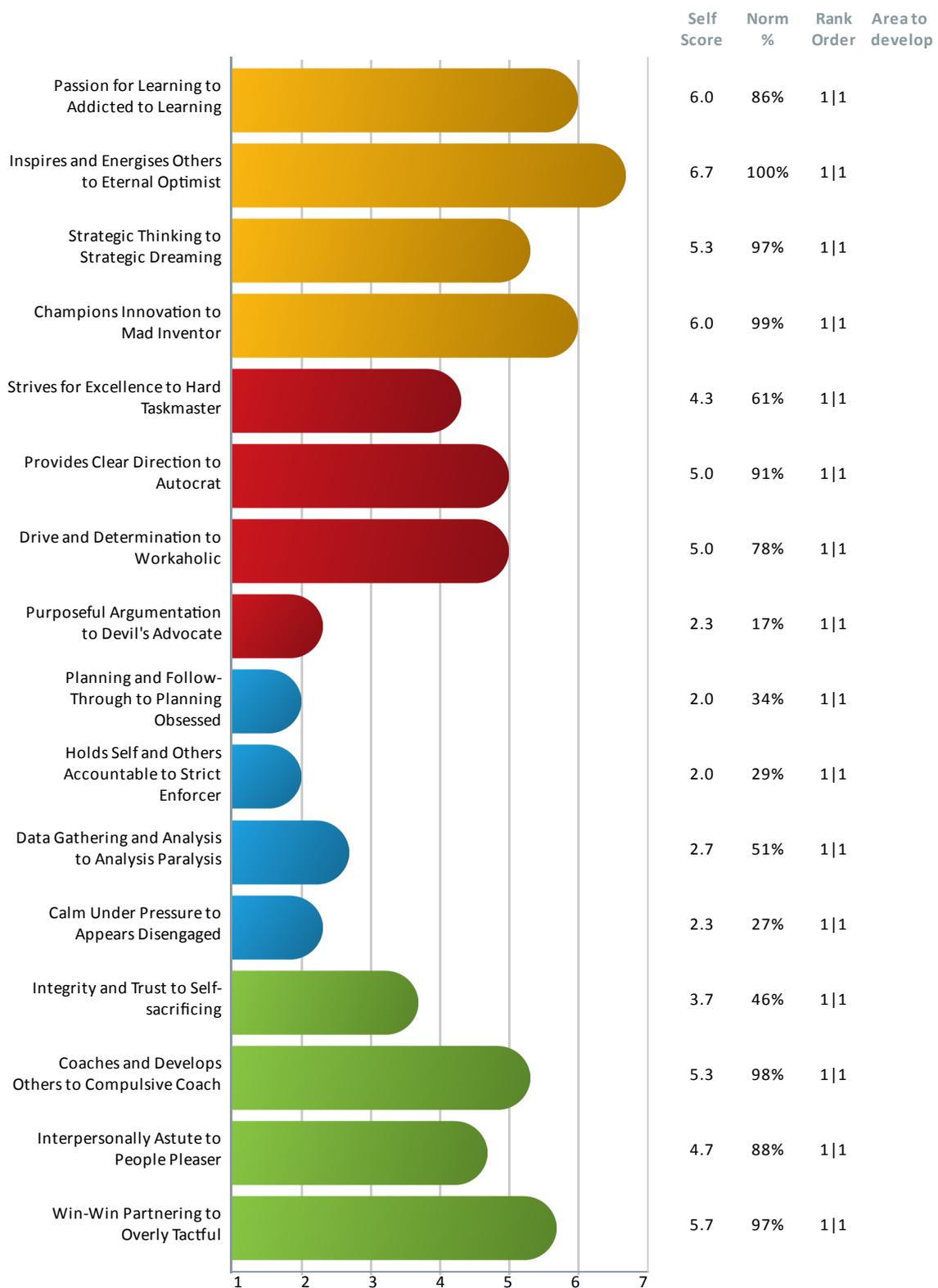
### Overextended



# Effective Use of Leadership Qualities



# Overextended Use of Leadership Qualities





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