

Chris Sample

Facilitated By Sample Practitioner





A handwritten signature in black ink, appearing to read 'Stewart Desson'. The signature is written in a cursive, slightly stylized font.

-Stewart Desson,
Lumina Learning CEO

In today's turbulent world, our paths to success are hindered by daily challenges and uncertainties, meaning leadership is no longer confined to the boardrooms of powerful executives and political figures. More than ever the collective success of organizations and teams rely on harnessing the diverse qualities that are unique to each individual. The Lumina Leader portrait is a powerful tool developed by Lumina Learning to help you and your organization harness exactly what makes your brand of leadership distinct from others.

We hope that exploring your portrait will be both a fun and enlightening experience.

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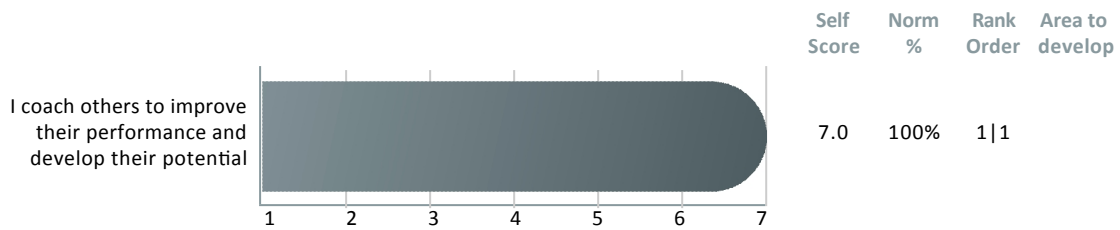
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Glossary: How To Read Your Lumina Leader Portrait



1-Strongly Disagree
5-Slightly Agree

2-Disagree
6-Agree

3-Slightly Disagree
7-Strongly Agree

4-In-between

Self
Your self-assessed score out of 7, with no reference to a norm group

Norm %
Your self-assessed score as a percentage relative to other leaders in Lumina's normative database

Rank Order
Your self-assessed score in comparison to other leaders in your project

Area to develop
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:

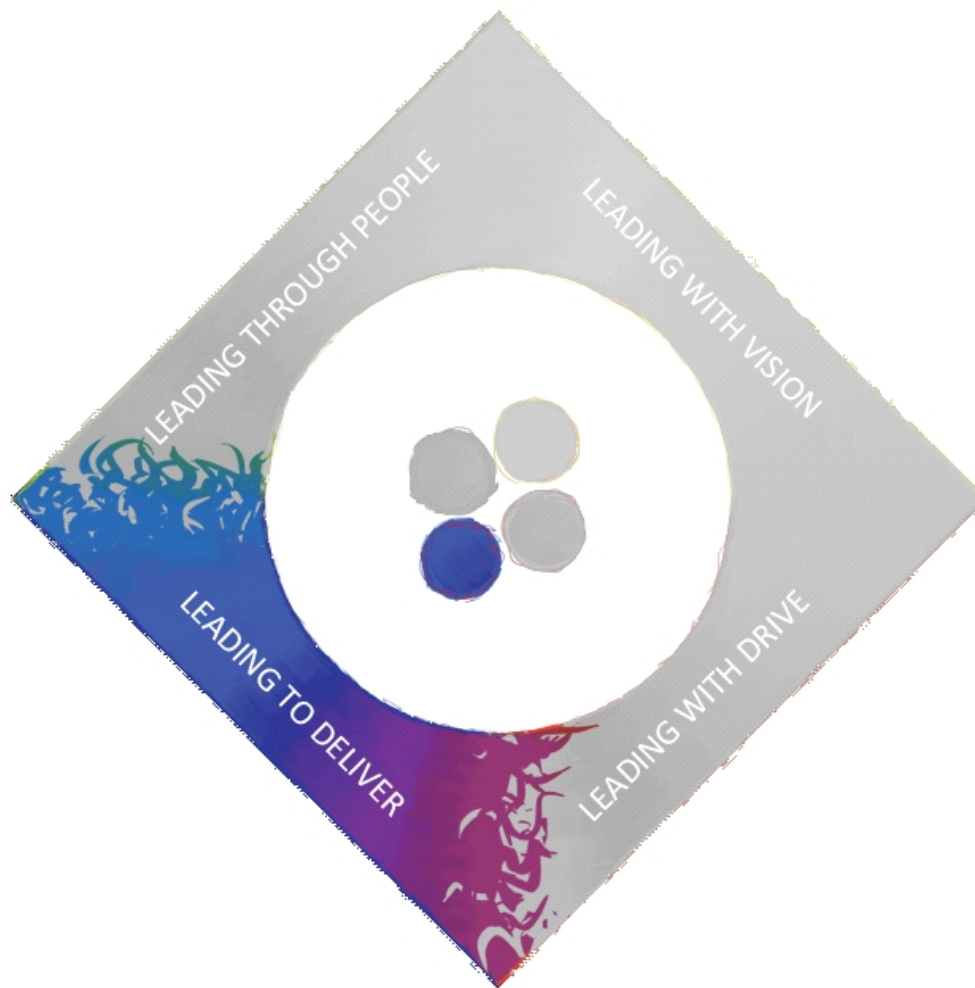
Quality: A set of characteristics that represent your behavior and thought processes in leadership.

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



Chris Sample

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 to Deliver as that is your highest domain score. The motivator behind your leadership is "Right First Time"

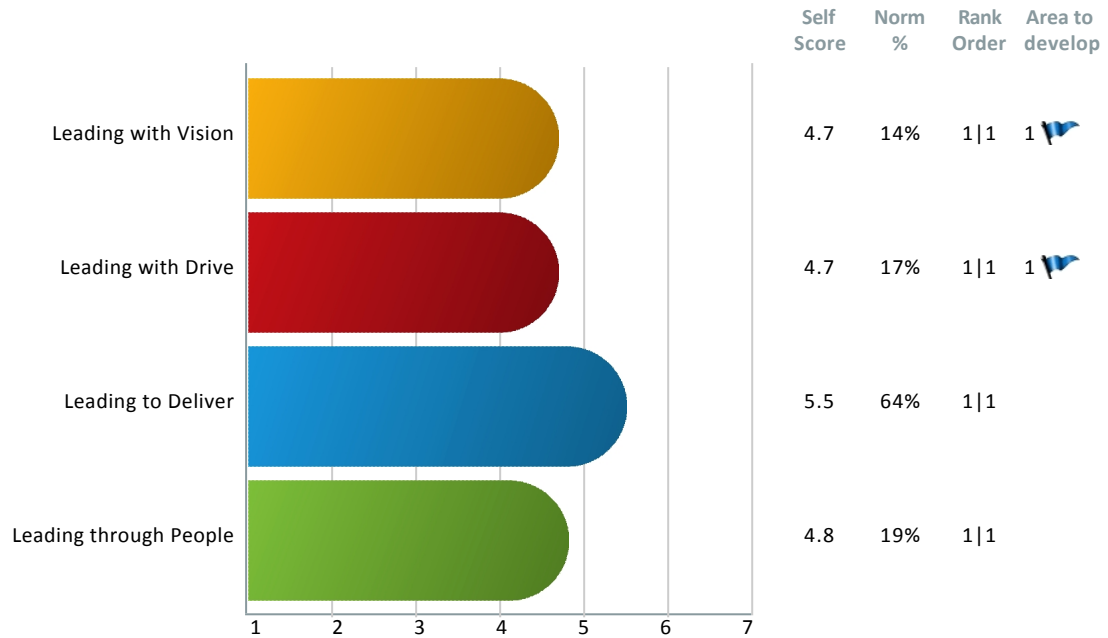
More on your leadership qualities:

- In times of uncertainty you instill calm in others, maintaining the focus on the important matters and avoiding drastic, potentially damaging decisions.
- You promote a culture of accountability throughout the organization, encouraging others to take initiative and be responsible for the completion of their tasks, enhancing focus and productivity.
- You are a meticulous planner who also follows through with their ideas down to the very last detail, inspiring confidence and trust in others.

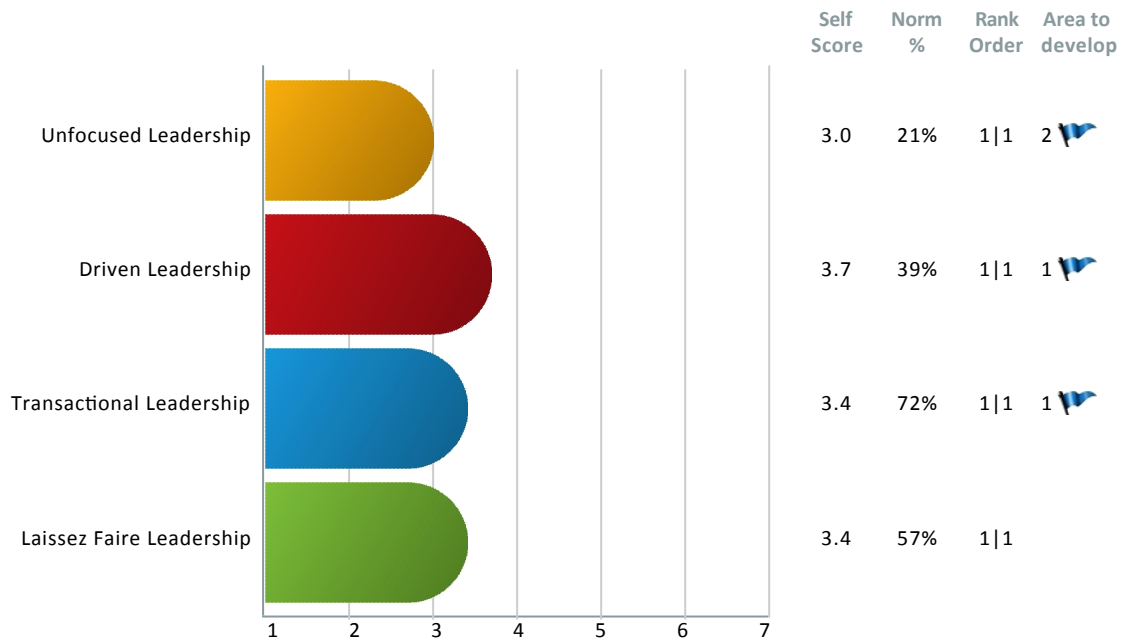
Your Domains Overview

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

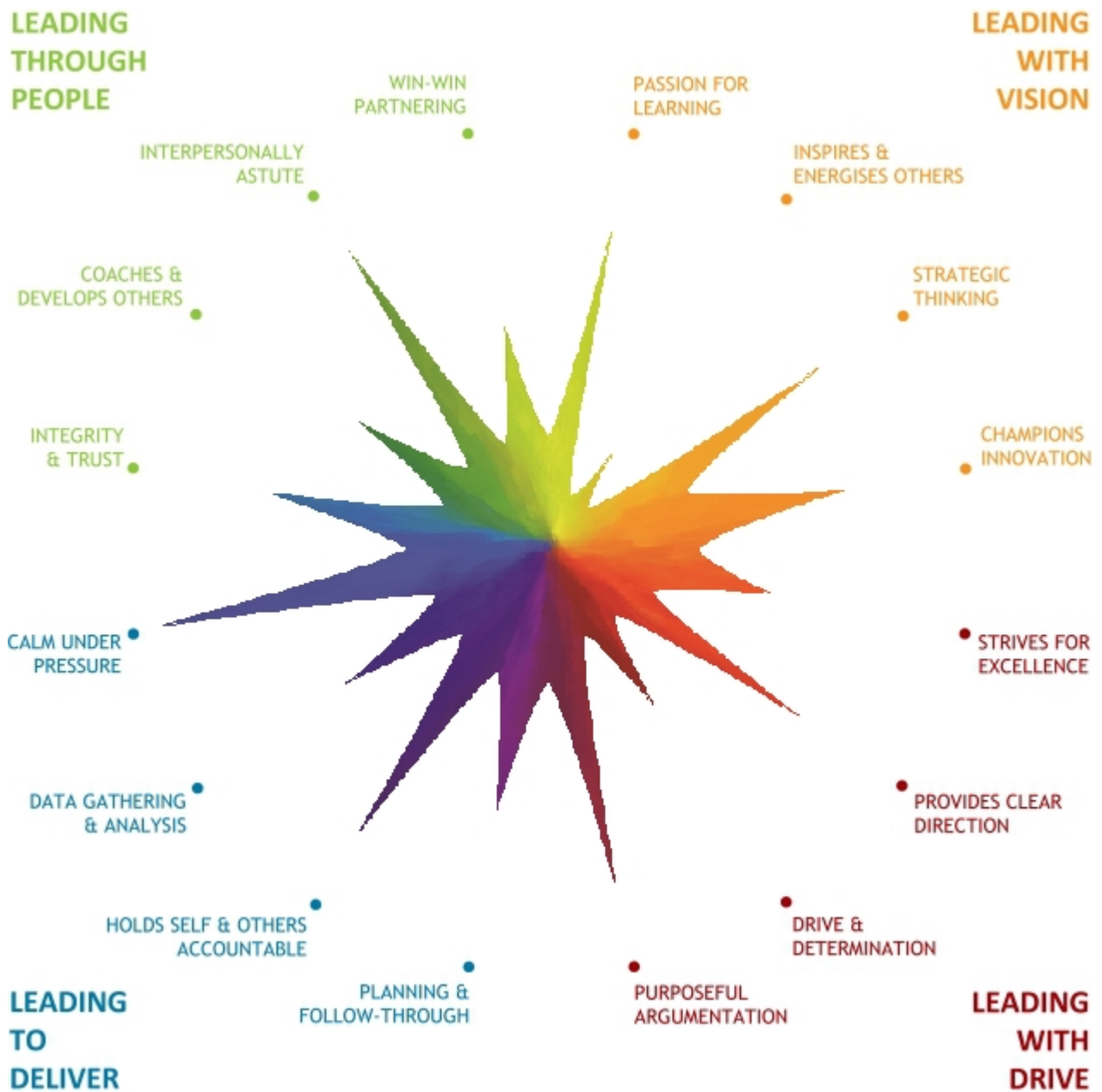
Effective Use of Domains



Overextended Use of Domains



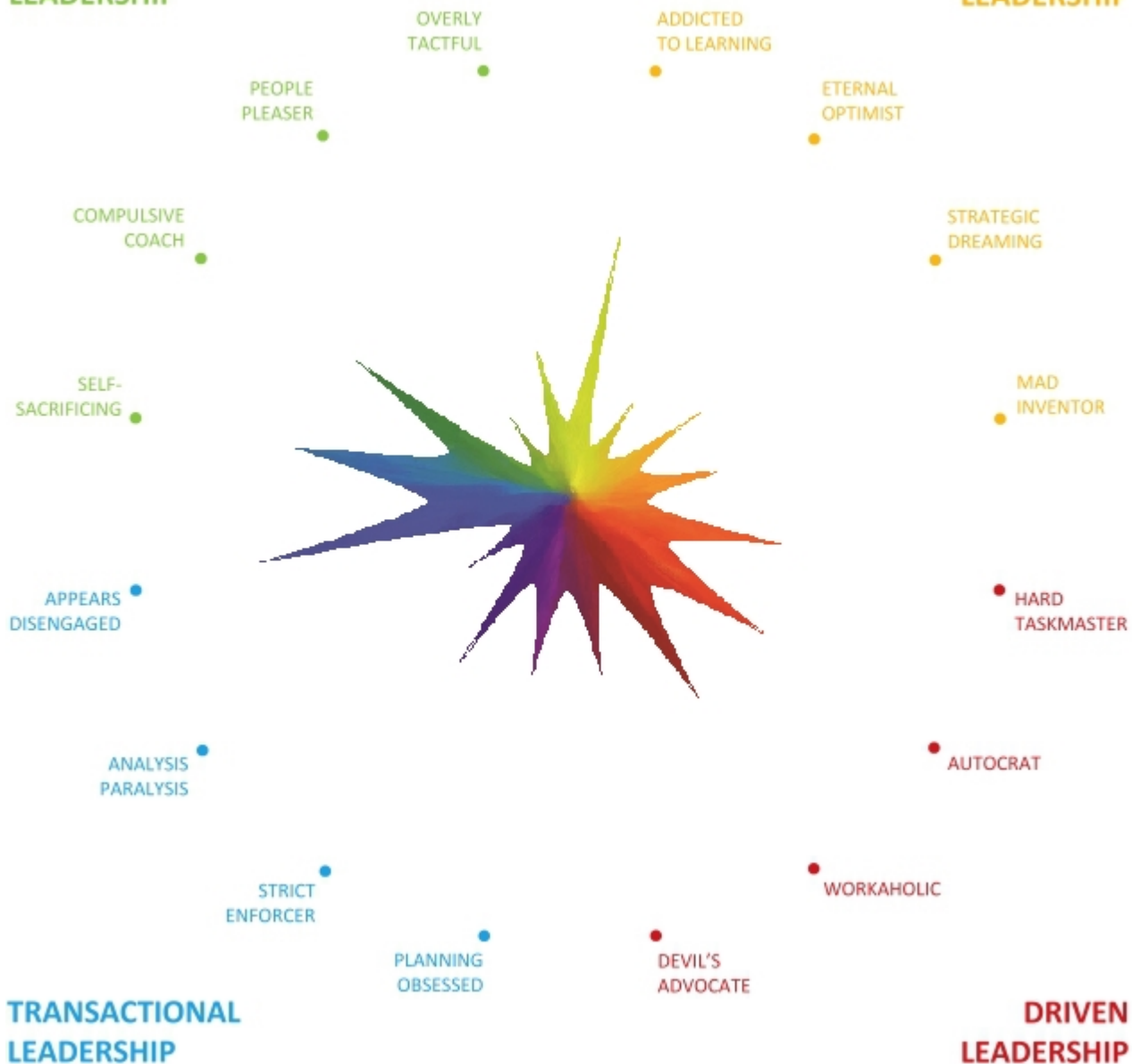
Your Effective Leadership Starburst



Your Overextended Leadership Starburst

LAISSEZ FAIRE LEADERSHIP

UNFOCUSED LEADERSHIP



Your effective Leadership Tag Cloud

Tag cloud based on your self-assessed scores.

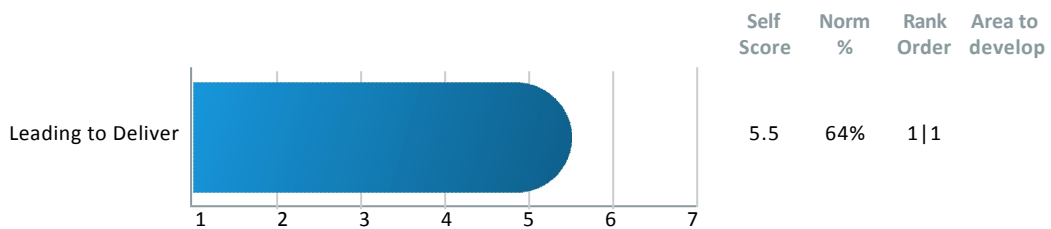


Leading to Deliver

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:

- By keeping your eye on the bigger picture you can stay focused in the face of difficult circumstances
- You stay in control of your emotions even when the team is under pressure
- You make a point of being objective when self-assessing your strengths and weaknesses

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

- Your competitive spirit means that you make the most of your time and resources to make sure your team are never behind. When you have not met your expectations you feel as though you are behind and give yourself an even stricter schedule. Through your desire to surpass others you are a motivational leader and in times of crisis you help keep the team calm and focused on delivery.
- You often find yourself formally or informally taking on leadership roles. You possess a strong self-awareness that prevents you from being seen as condescending or egotistic when you do this. While a less careful leader may tread on others on their way to the top, you have been known to rise to do so gracefully.

Leading to Deliver

Your suggested areas of development

While you are a leader who is aware of the bigger picture, it is still important to ensure that your conceptual vision is grounded in current priorities and practical concerns by gathering the relevant data and analyzing it to add to your understanding.

During the planning phase try to put forward some unorthodox and creative ideas. These ideas will add to the strength and depth of your planning as well as stimulate others to generate their own. Think imaginatively about the problems that may arise in the plan along its way to completion. This will allow you to anticipate problems and come up with solutions early.

Here are some more ways you can develop to lead others

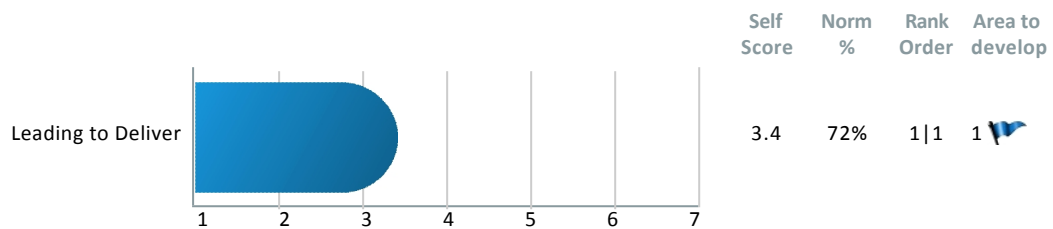
- Enhance your decision-making logic by analyzing the relevant data you have gathered regarding an issue
- An important method to stay ahead of the game is to gather the data around you and analyze it
- Be open to exploring new ways to gather data and analyze it, giving you a stronger grasp of the bigger picture
- Try and make use of your creativity to come up with innovative plans and methods to pull them off
- Constantly assess the progress you and your team make to ensure that you are on top of your deadlines and on track to deliver
- 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.
- No matter how bad a situation gets, you can always rely on your basic common sense to keep you level-headed and determine the right course of action.
- Try and keep better track of where things go. It will be much easier for you to find things when you need them if you impose some sort of order to your activities and belongings.

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:



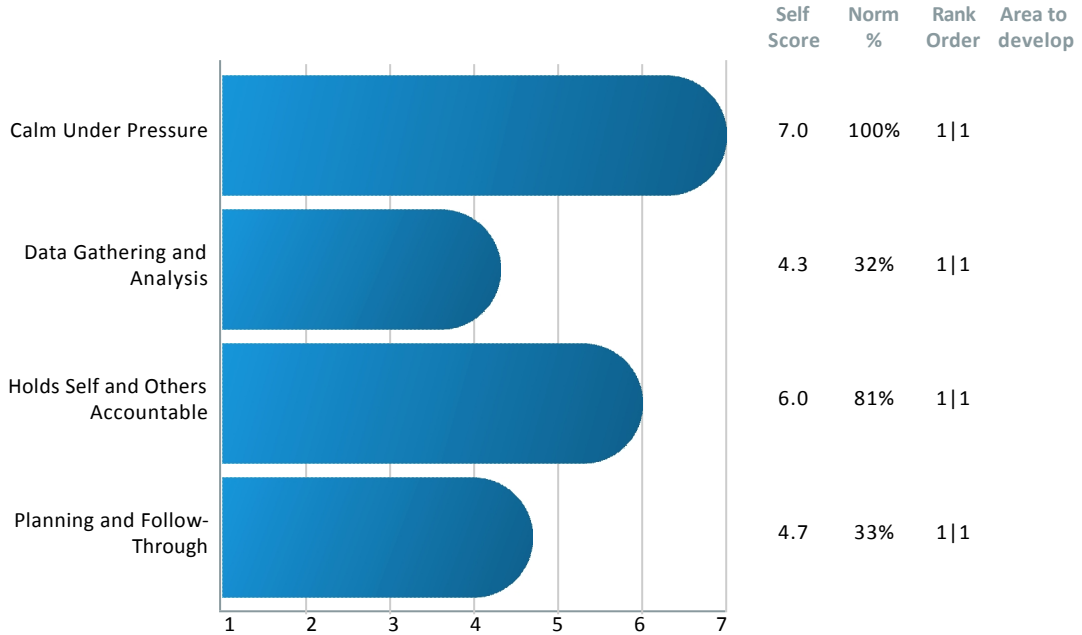
Final comments and recommendations on your Leading to Deliver

- Don't let your personal desires get in the way of your goals
- Make sure when being led by your intuition your actions are conducive to the realization of your goals
- Take your foot off the pedal when the situation requires it so that you can reflect on your progress
- Be aware of when it is better to take a less overt leadership role
- Your visions may be great and your desire to do them justice even greater, but things can only be achieved one step at a time.
- You are accustomed to keeping your feelings in check and not letting other people know what you are thinking. This can make it very difficult for you to bond with new people as you aren't used to opening up.
- When you have taken time to deliberate and then given your word that you will get something done, you can become obsessed with time management. This fixation with ensuring you meet your targets can lead to unrealistic demands both on yourself and on those you work with.
- Your healthy skepticism and natural caution keep you safe from rash decisions, but they can also hold you back. By refusing to explore certain avenues you deprive yourself of the opportunities they may present to you.

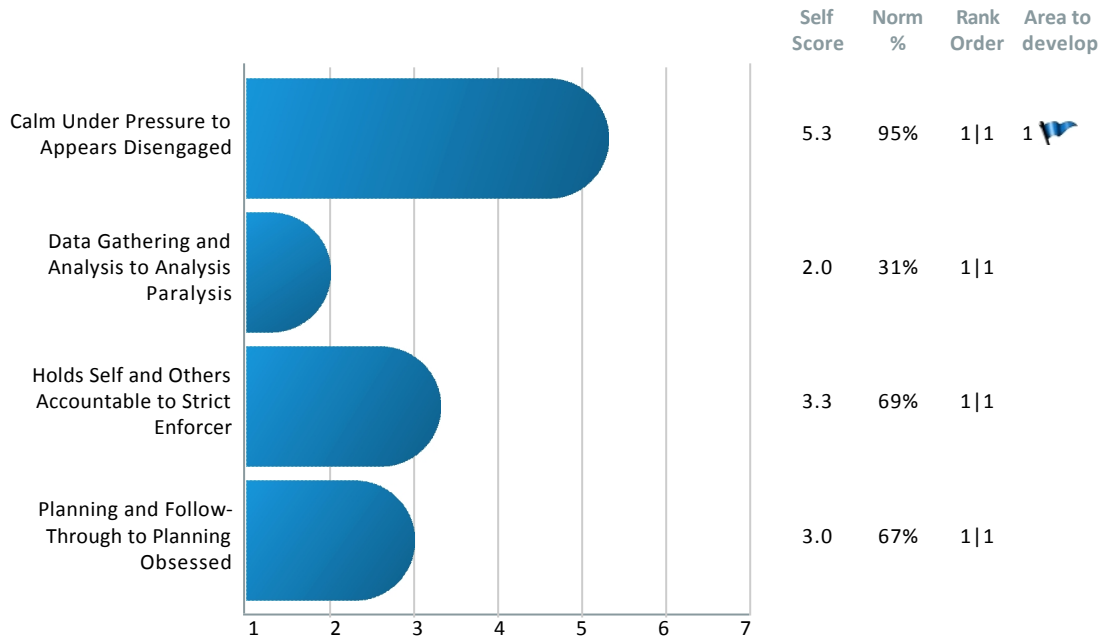
Leading to Deliver

Your Effective and Overextended use of the four qualities:

Effective



Overextended

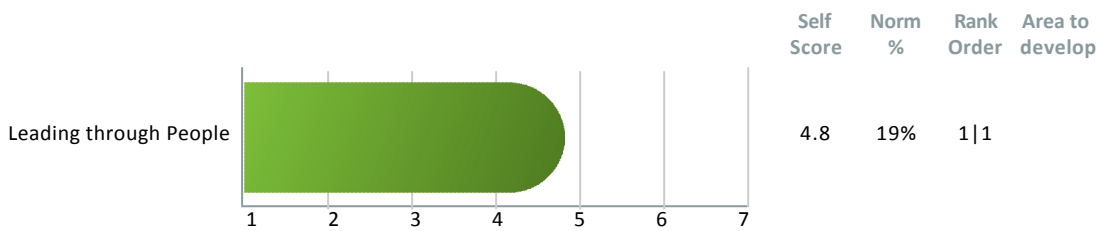


Leading through People

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 excel at clearly sharing information with your team, particularly in written mediums
- You encourage debate that brings out the most robust views from everyone
- You are good at coming up with ways to gain credibility with your colleagues

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

- It is important for you to have a thorough understanding of the long-term aims and benefits of any proposal. You emphasize these to your team when presenting and explaining the core ideas that underscore a project. Regardless of surface differences these core ideas, when adequately justified and made understandable to your team, provide a common ground for team work.
- Your manner is professional and dignified at all times; however you make sure others know that this does not negate the need for full disclosure and honesty when approaching you. You take promises seriously and expect others to honor this by doing the same.

Leading through People

Your suggested areas of development

Provide clear guidelines for your team in order to encourage the further development of their skills. Act on the opportunities you have to constructively criticize those who are not meeting their targets; your instinctive knack for leadership means that you are able to do this without causing offence. You may find that just by setting challenging targets your team will develop in the process of striving to reach them.

Logic is one of the tools you can potentially use to keep a team connected. Remember that by presenting things in a consistent and thought through manner you can let people know what the plan is and how everyone can best work together to achieve it. In this way you can bring everyone together and keep them moving at the same pace.

Here are some more ways you can develop to lead others

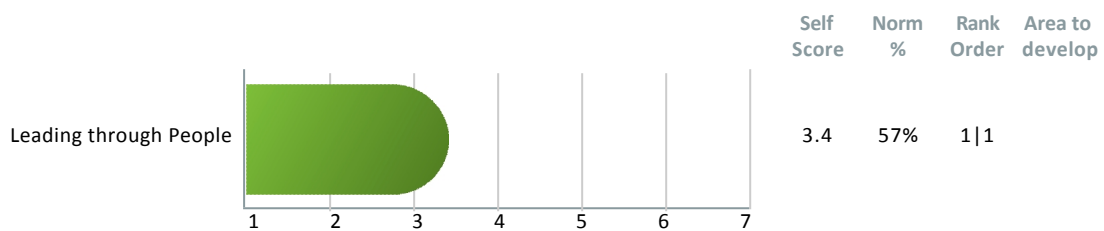
- Try to come up with ways to help team members develop when they seem to be at an impasse
- Your aptitude for noticing patterns in data might be applied to analyzing your team's performance over time, then sharing those observations with them as feedback
- Channel your focus on success to challenge individuals within your team to strive for long term self-development
- When others are having trouble working towards a common goal, reassure them that they can turn to you for a calm perspective
- Utilize logic within your communication skills in order to outline your points of view clearly when dealing with diverse teams
- Look for the underlying causes of stress and tension within your group. If you can catch these early enough, you will not have to worry about dealing with a full-blown conflict. Speak separately to the individuals concerned and 'nip it in the bud'.
- When organizational policy becomes a barrier to completing your goals, you need to work around that policy. It is sometimes more important to get things done than worry what bureaucratic 'red tape' you are crossing.
- Listening is an important skill so you should nurture this ability and practice it in conversation. You will probably hear some thought-provoking ideas and opinions that you might have missed if you had not listened properly to your conversation partner.

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 focusing 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:



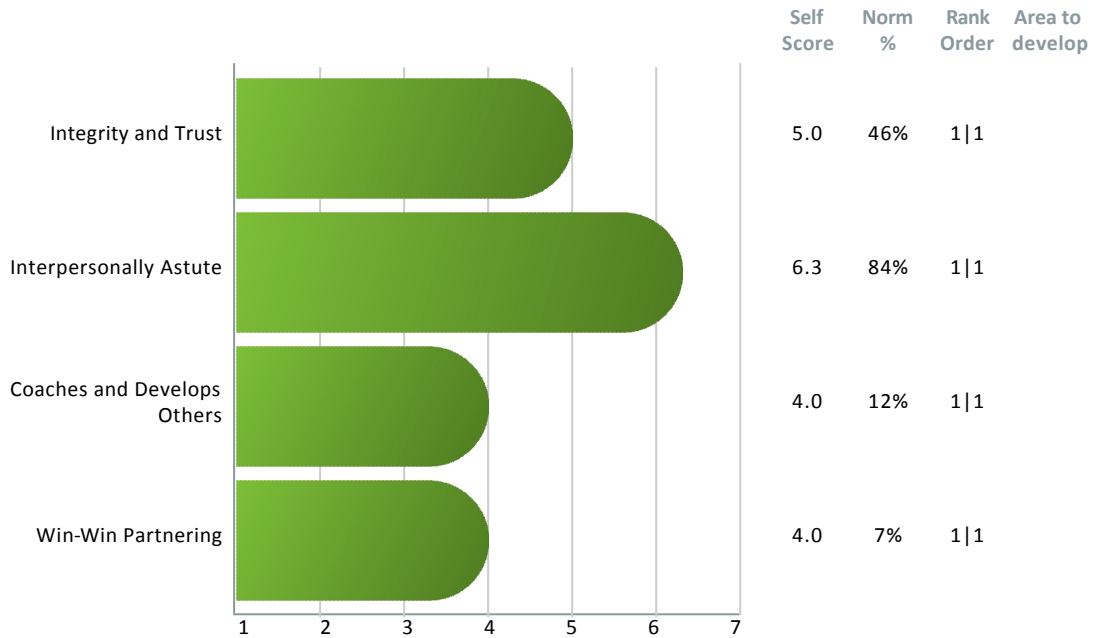
Final comments and recommendations on your Leading through People

- Avoid leaving everything to the last minute trusting your instincts to kick in - you and the team will constantly end up playing catch-up
- To help build rapport you may want to concede a point, even when you believe you are right
- The opposite of integrity is manipulation - try not to be arrogant or put others down in order to inflate your own position
- Remember to emphasize risk and opportunity to an equal degree
- Remember that empowering team members may be a more powerful change agent than your direct management
- 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.
- Recognize that there are many people who are not as empathetic as you, so when talking to them do not try to use feelings and emotions to inspire and engage them.

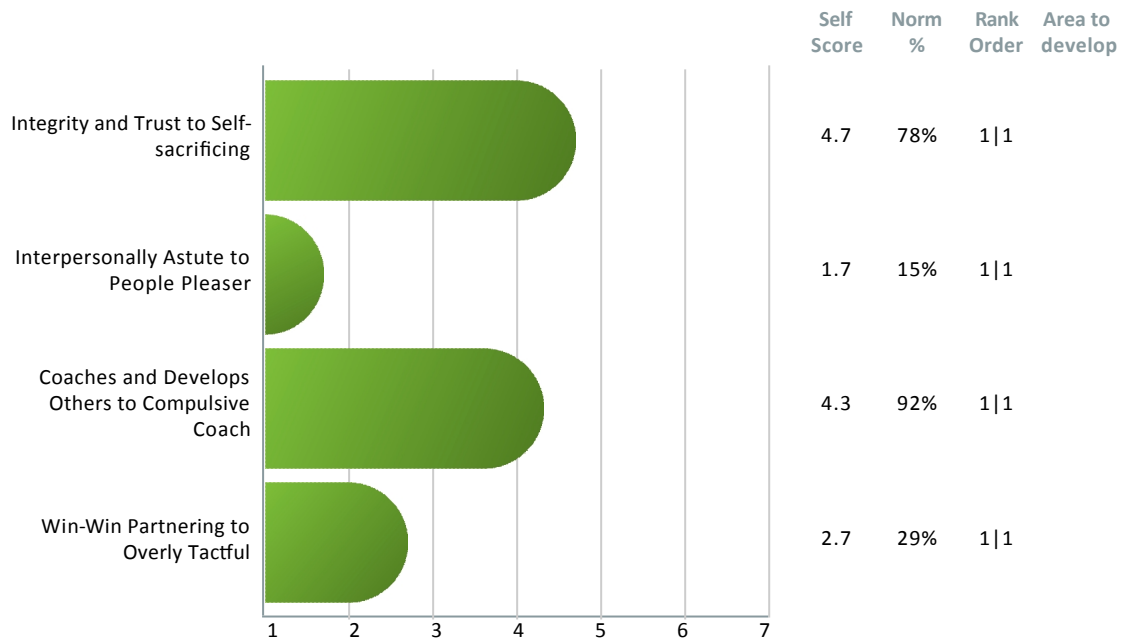
Leading through People

Your Effective and Overextended use of the four qualities:

Effective



Overextended

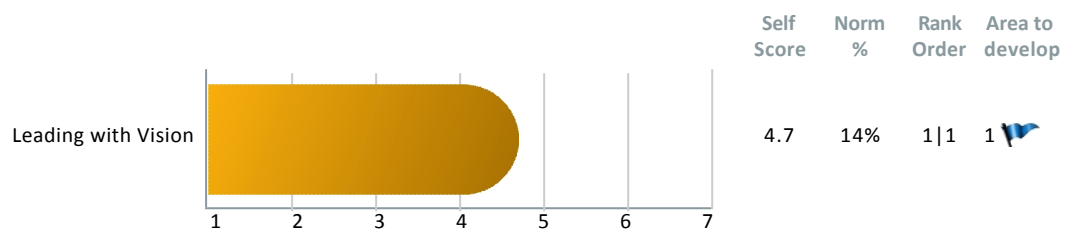


Leading with Vision

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 organization. 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 are good at comprehending visions at an intellectual level which encourages you to utilize your curiosity and locate further insights into a problem
- You are instrumental when it comes to inventing ways of communicating your organization's vision and broader strategies to your team
- You are rational and objective in your assessment of the market, helping you innovate to great effect

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

- You have the ability to keep the attention of the group engaged even in difficult situations. Your comfort with authority means that you find it easy to act as a stable reference point to which others may refer. In your conversations with others you keep their attention focused and on task.
- Others see you as a level-headed and conscientious member of your organization. This means that you are naturally given the benefit of the doubt and that any projects aligned to your name are more readily trusted. This is a compliment, but it is also a responsibility as you may influence the overall direction of your organization.

Leading with Vision

Your suggested areas of development

When a situation comes up that requires unconventional solutions, your colleagues look to you for guidance. Be open to the discussions with your team that spring from these moments. Your visionary attitude brings out the creative ideas of those you work with, fostering a positive, energized atmosphere in which new insights and approaches are highly valued.

By thinking deeply about how to solve problems you are often able to spot developing trends that might be missed by others. Try to use these skills to recognize good performances which otherwise might go unnoticed. This will allow you to pick the right person for the right task and those working for you will be motivated by your tendency to recognize true talent.

Here are some more ways you can develop to lead others

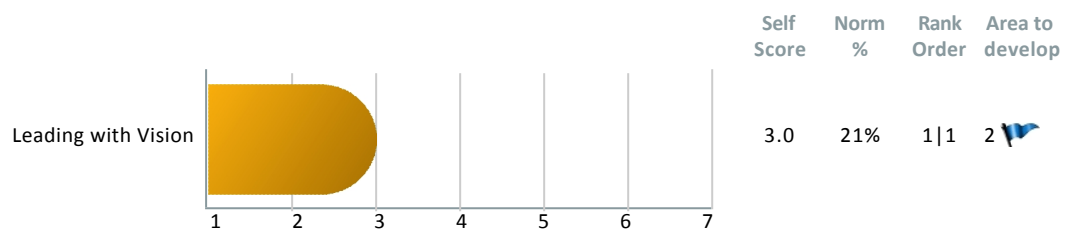
- Objectively assess your team's strengths and delegate responsibilities accordingly to maximize efficiency
- Try to unite others by focusing their collective desires to succeed
- Try turning good ideas into shared visions; give your team a vested interest in success
- Govern your emotions so that your team will attach more importance to situations when your feelings do rise to the surface
- Be proactive in looking for opportunities for change. Cast a critical eye on what is happening around you and try to look for ways in which things could be improved.
- Try and make the occasional joke to demonstrate that you understand the value of humor in the workplace. Other people are likely to feel more relaxed and easygoing around you.
- Try and be more positive when talking about change. Change is inevitable and by promoting it you will motivate others to be happier about it too.
- When communicating think about the song (words), music (tone) and dance (body language). It is not just important to prepare what you say but also to practice how you are going to say it and how you use your body to bring it to life.

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:



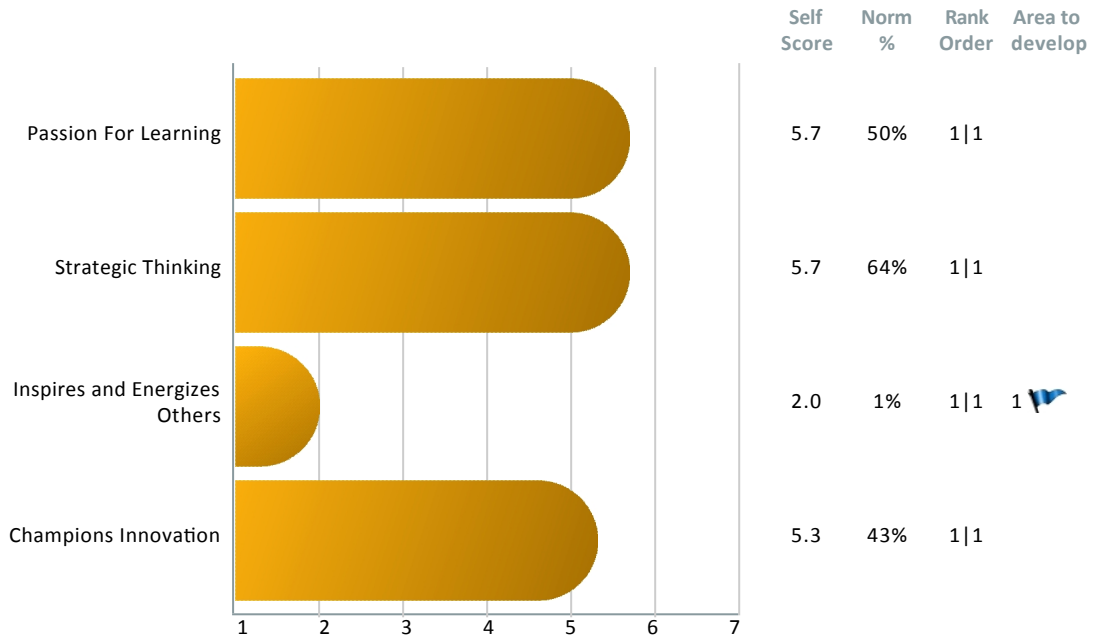
Final comments and recommendations on your Leading with Vision

- Tell the truth by all means, but be fair and honest and don't bear any grudges
- In difficult times be careful not to become overly controlling as this can make you unapproachable
- Take care not to damage your credibility by being so skeptical of change that you become cynical of good ideas
- Try to look beyond your instincts when it comes to discussions with your team
- 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.
- When you are looking for courses of action or solutions to problems, you sometimes focus too much on the broad scheme of things. You don't always go into your ideas in enough depth to allow detailed planning to occur.
- Your talent for finding patterns and trends in data can lead you to wasting time, looking through reams of information where no patterns exist. You end up seeing trends simply because you are searching for them.
- Sometimes you need to keep to commitments when dealing with others. You can't always afford to communicate with others only when you feel inspired to do so.

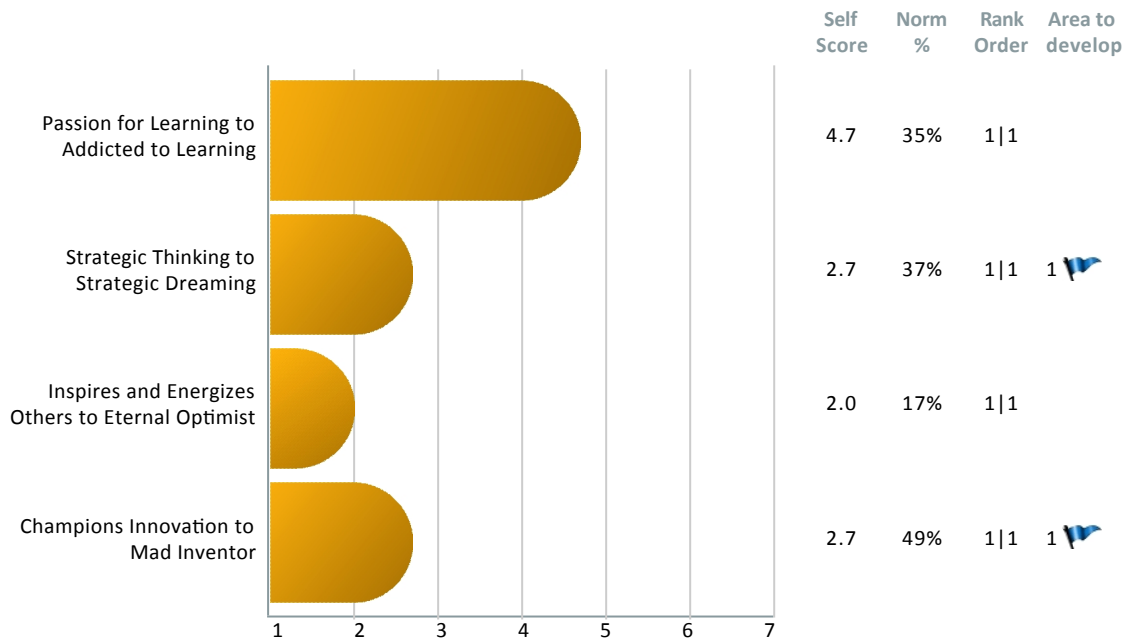
Leading with Vision

Your Effective and Overextended use of the four qualities:

Effective



Overextended

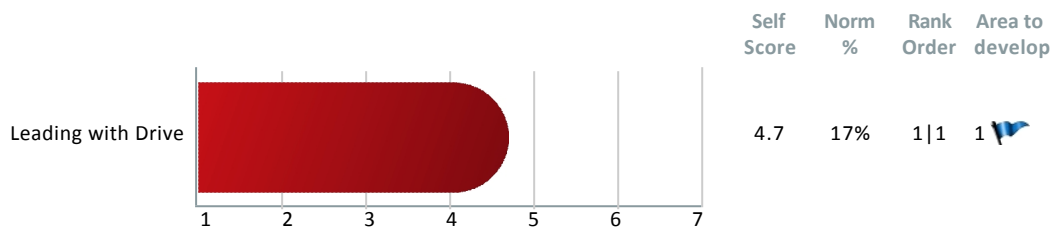


Leading with Drive

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 consistently assertive when it comes to putting forward your view
- You use logic effectively to create arguments that are consistent and easily understandable
- In order to succeed you know that it is important that everyone understands their role and you give instructions accordingly

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

- When you are in a discussion with others you often find that your creativity gives you options to talk about that you would not have considered beforehand. In order to capitalize on these ideas you adopt a rapidly evolving communication style. This allows you to be creative whilst not losing your flow and you can keep the audience engaged throughout your talk.
- When you are giving directions to your team one of the main things you do is to tell them about the progress of the project from an overall perspective. This gives them a sense of progress in the grand scheme of things as well as allowing them to adjust their focus on tasks in accordance with your information.

Leading with Drive

Your suggested areas of development

When faced with a problem you take time to consider all the relevant facts and details in order to find the best possible solution. Don't be afraid to bring your measured approach to the rest of the team so that they can take comfort in your ability to remain steady and find the optimal solutions even in the most difficult situations. They will race towards their targets knowing that it is exactly what is required in order to succeed.

You are drawn to the responsibility of leading projects and teams efficiently. Build on your awareness of the bigger picture to ensure that projects are always on course. Use your position of control within a group to step forward to ensure that everyone within your team is maximizing their potential. Your capabilities as a leader could help make your team strive towards the highest results possible.

Here are some more ways you can develop to lead others

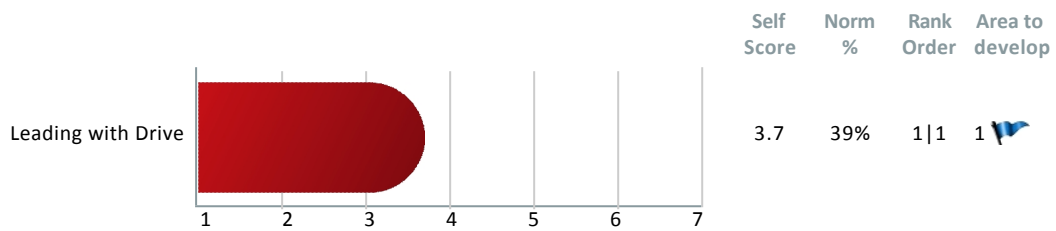
- Use your inner sense of the correct path to work towards an objective even as others have given up
- Your ability to lead a group can help you to push a controversial initiative forward
- Embrace the fact that you will need to overcome resistance from colleagues to do what needs to be done
- Think of ways you could make a fundamental difference to your organization
- Try to come up with new ways of delivering on your team's objectives to the highest possible standards
- If you are willing to push yourself to hit tougher and tougher targets then you also have a responsibility to encourage your colleagues to shake off their complacency and do the same.
- Never underestimate the power of taking notes in conversations with others. Minutes of meetings ensure that everyone has a record of what was discussed. Also, by reading back through notes of a conversation with someone, you can ensure you both have the same understanding of what was agreed.
- Prioritize your teamwork over other work to ensure you have the time and energy to keep focused on it.

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:



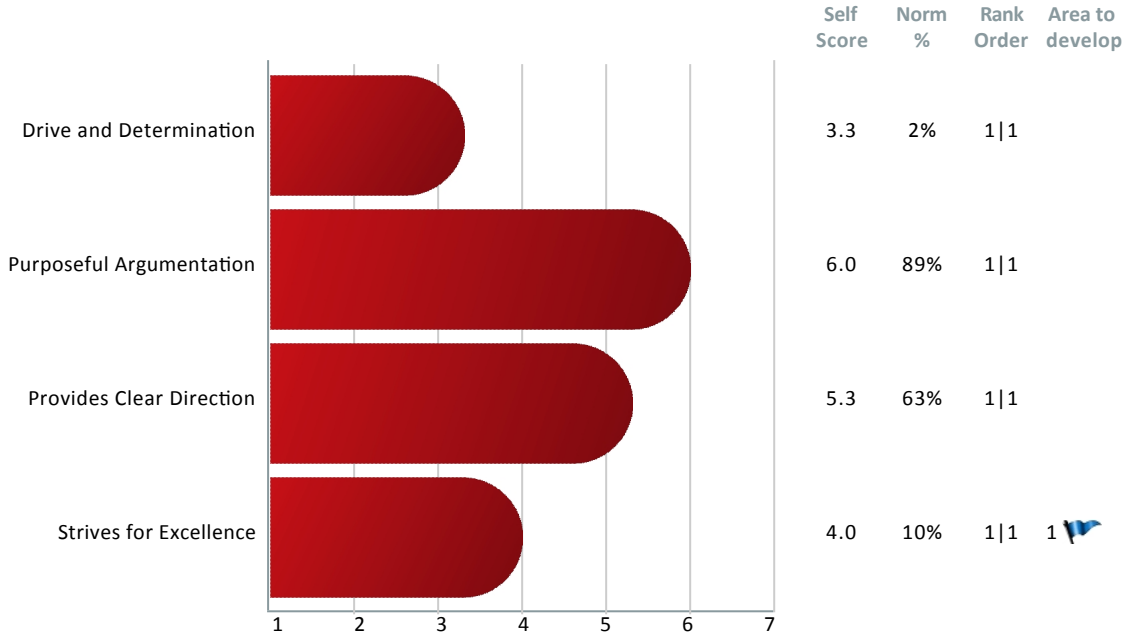
Final comments and recommendations on your Leading with Drive

- You should be careful to limit your creativity when it comes to problem solving as some of your solutions are unrealistic
- Make allowances for your team when setting milestones. Try not to make the goals unfeasible
- Only impose yourself on others when you are convinced it is for the benefit of the team as a whole
- Don't let your cautiousness stop you from pushing your team into action
- Your desire to succeed can cause you to be too bold and mislead you to overambitious goals and processes
- There are times when your instincts mislead you and you take a risk too big or one risk too many
- You can get too caught up in your quest for personal achievement and neglect team needs. This is a common risk and it is tricky to manage both simultaneously. Your competitive streak is a big part of your motivation and this can lead to problems when a more balanced approach is required.
- Your preference for taking a direct approach and getting to the heart of the matter can be seen as blunt and tactless by your more circumspect colleagues. You do not want to appear aggressive and needlessly confrontational.

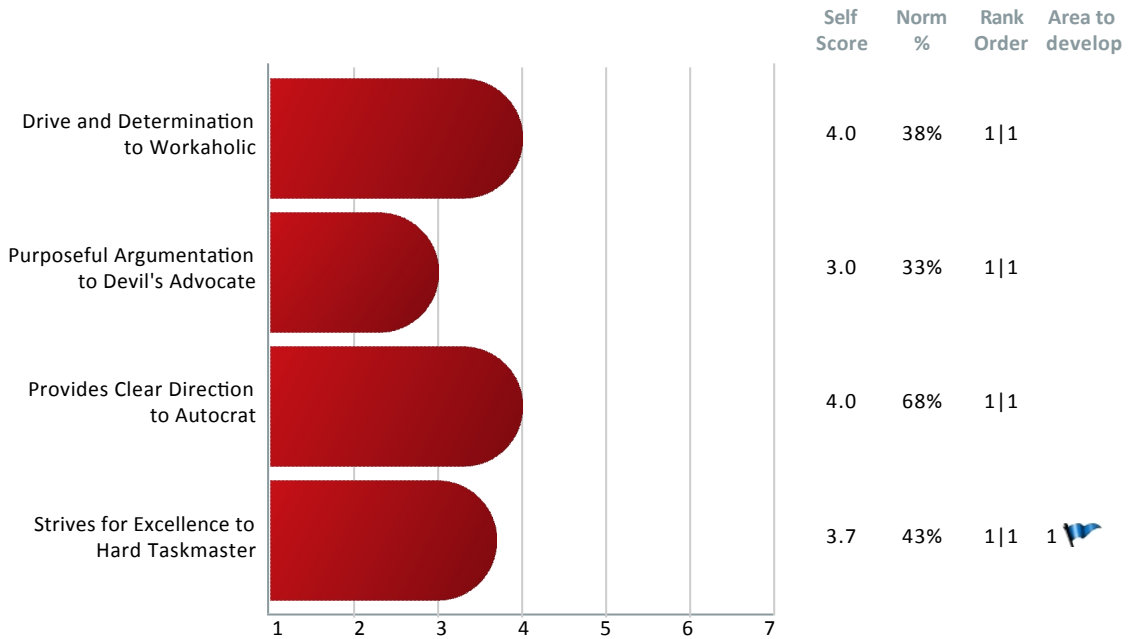
Leading with Drive

Your Effective and Overextended use of the four qualities:

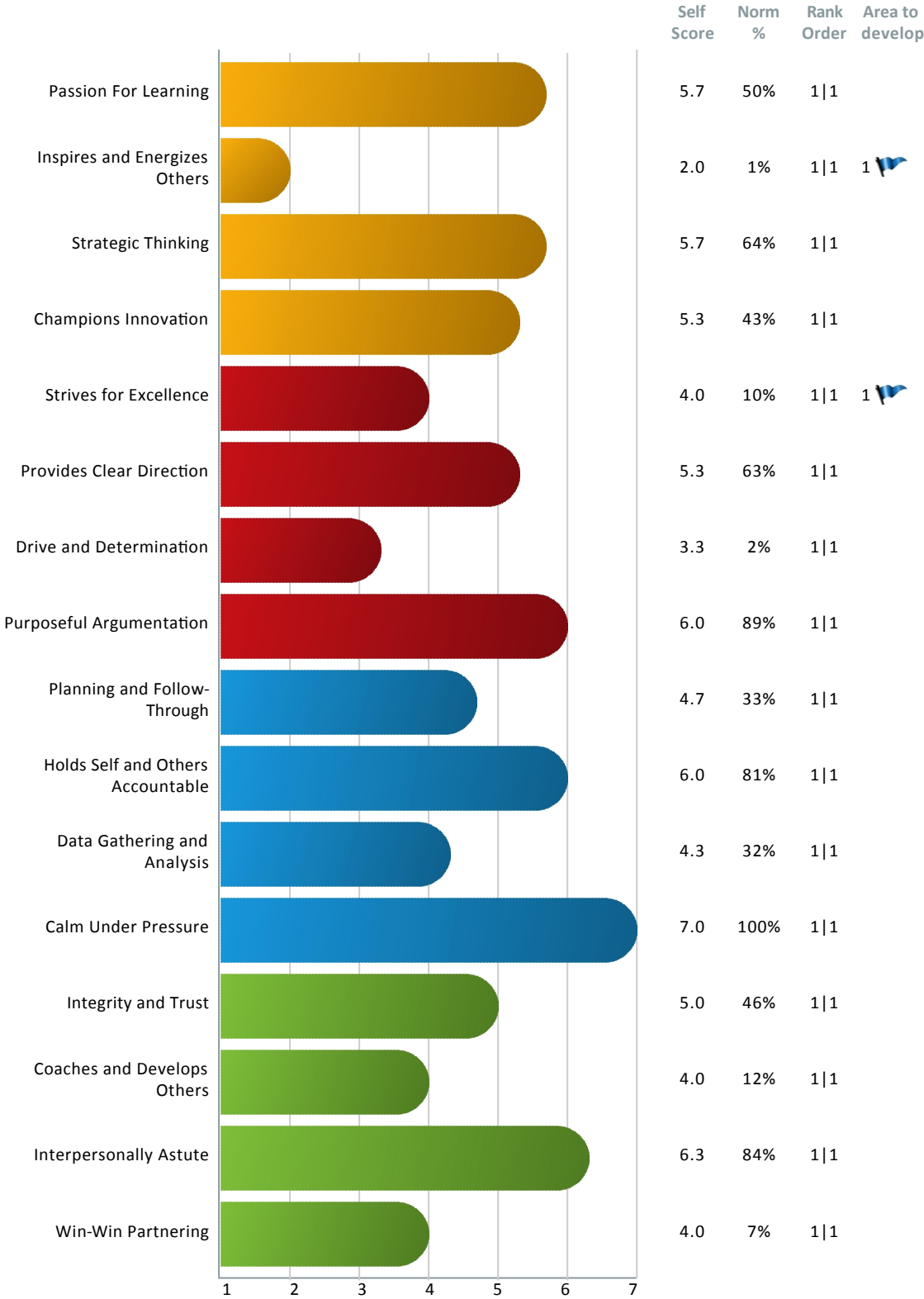
Effective



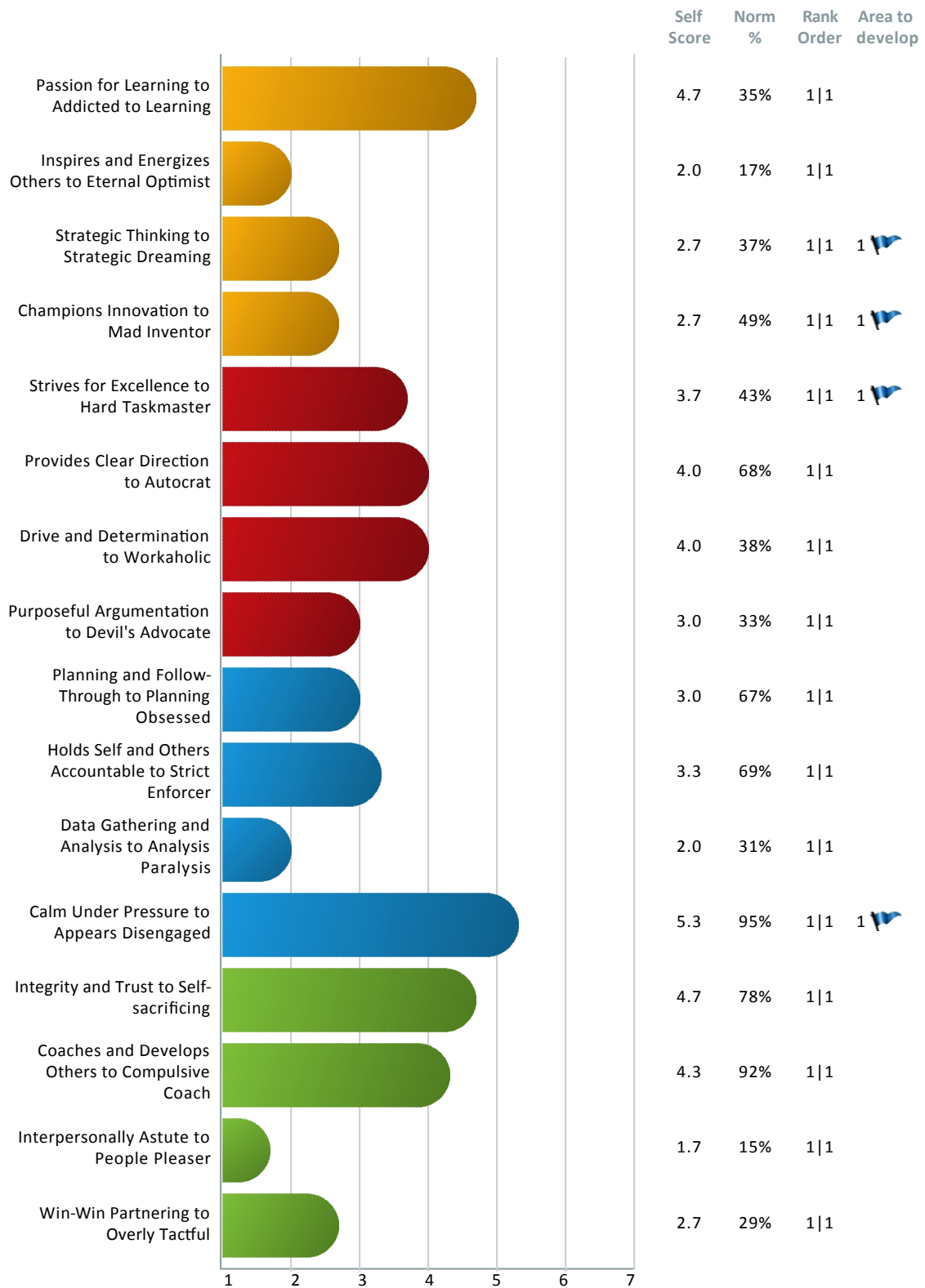
Overextended



Effective Use of Leadership Qualities



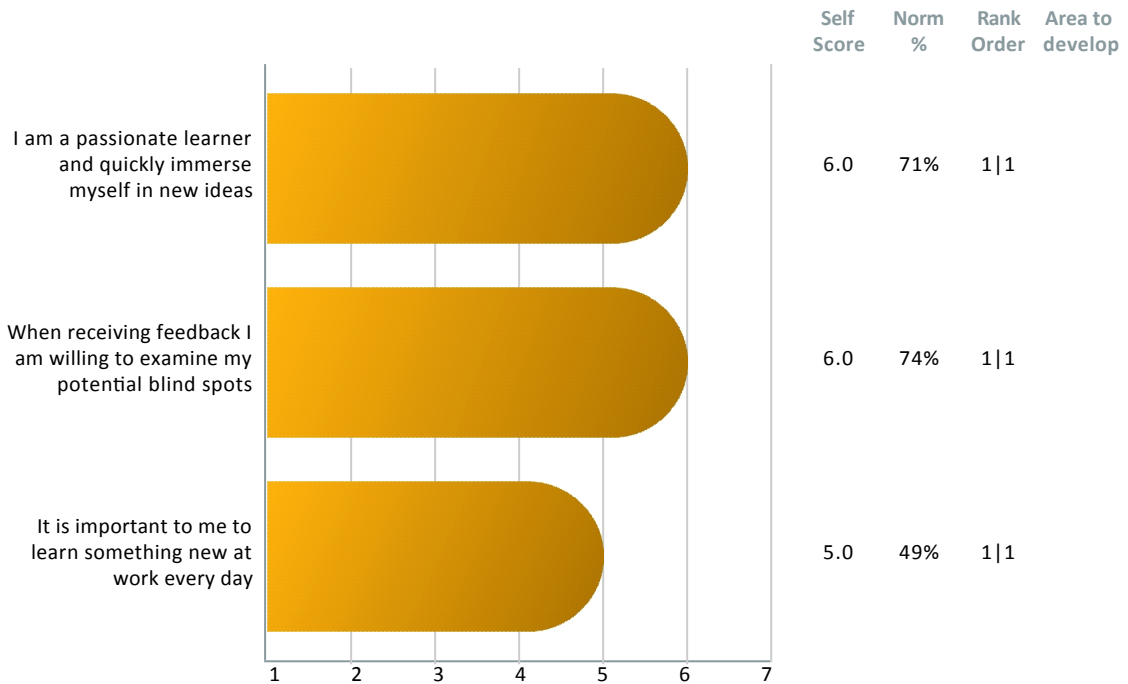
Overextended Use of Leadership Qualities



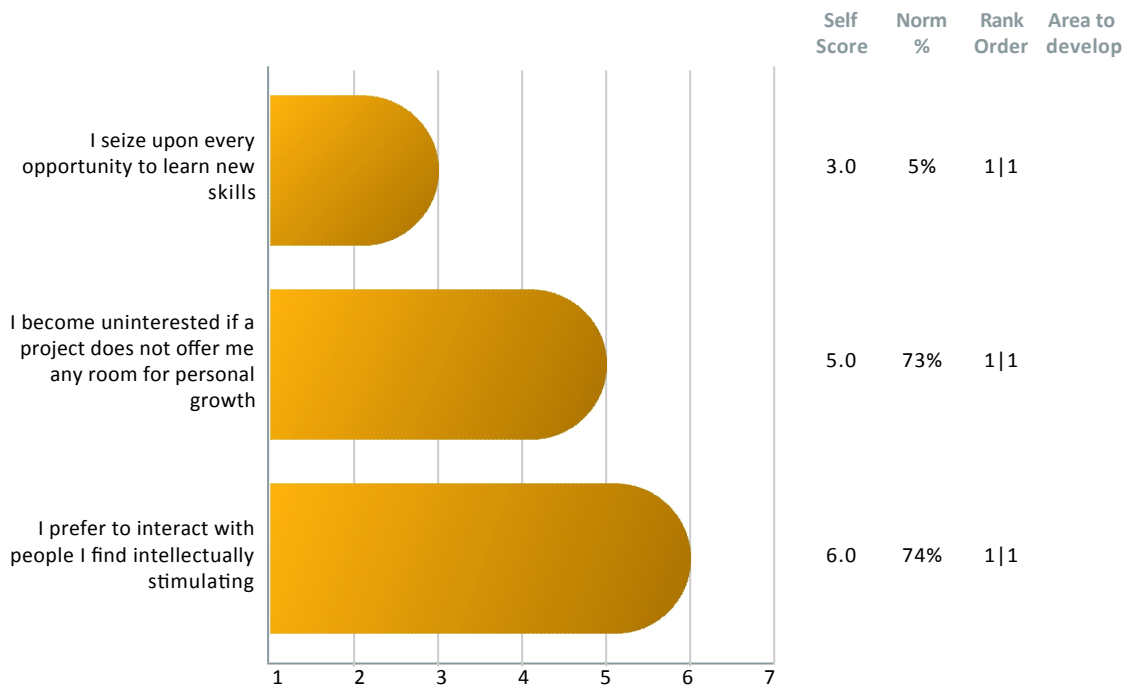
Your Comments

Passion For Learning

Effective

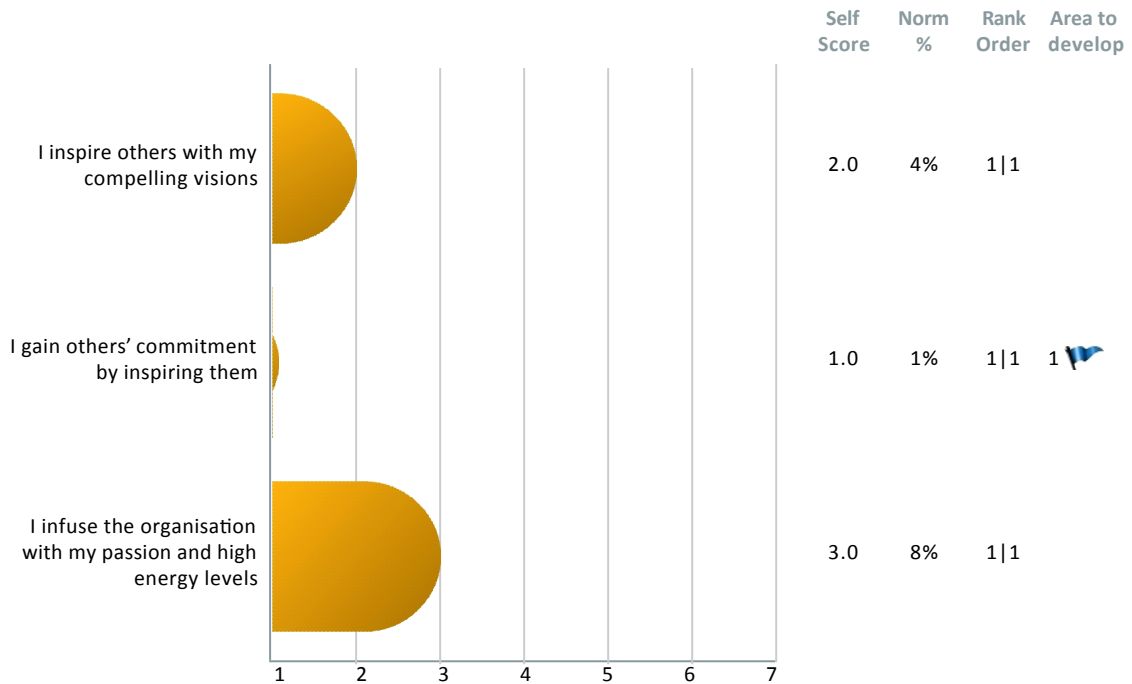


Overextended

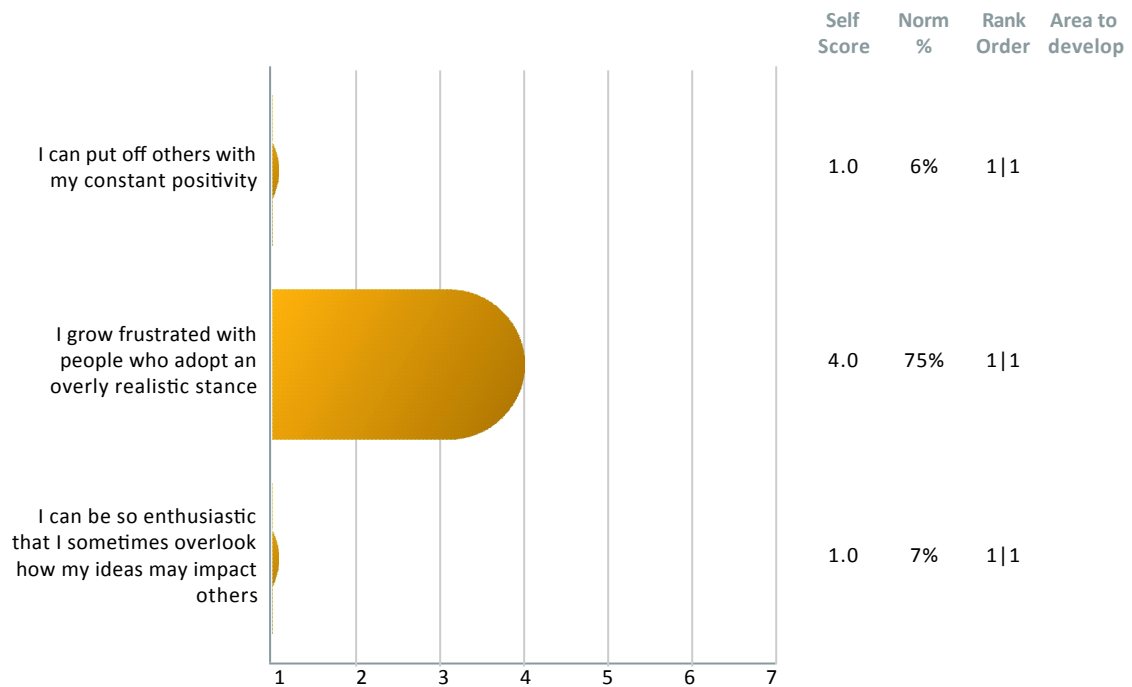


Inspires and Energizes Others

Effective

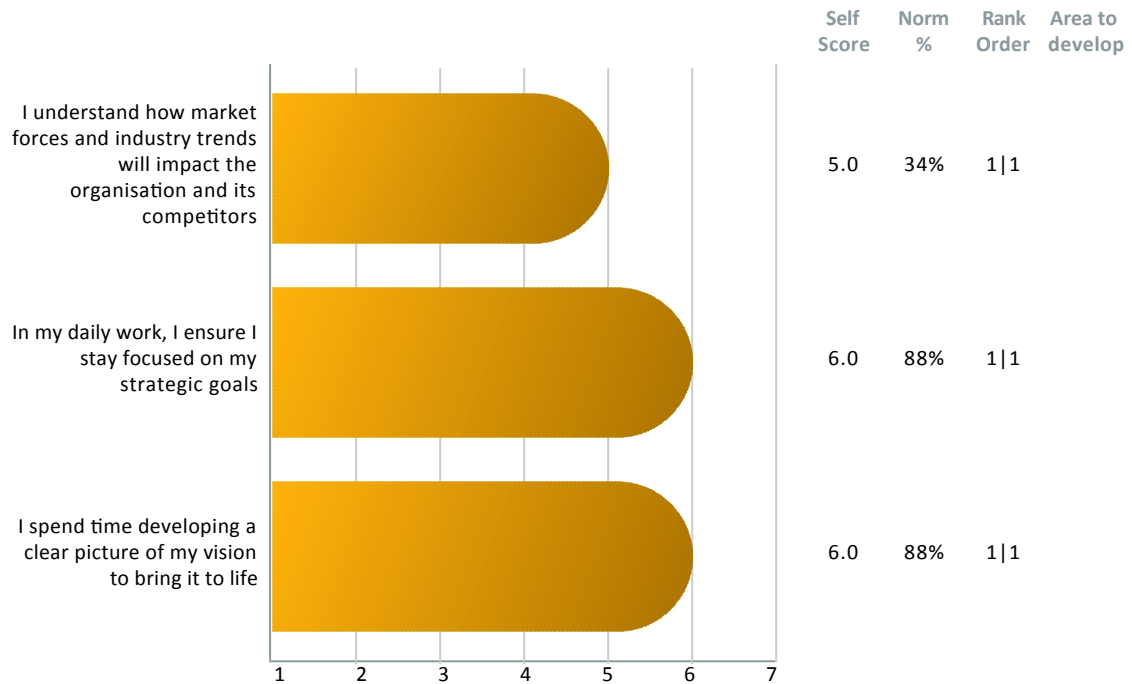


Overextended

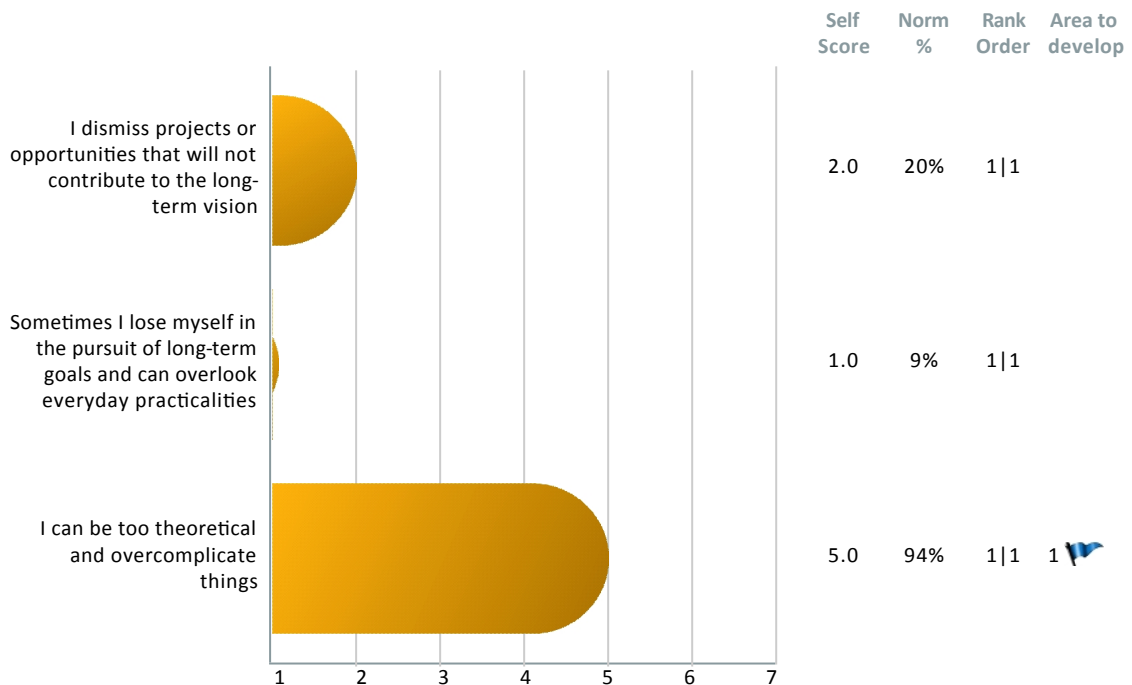


Strategic Thinking

Effective

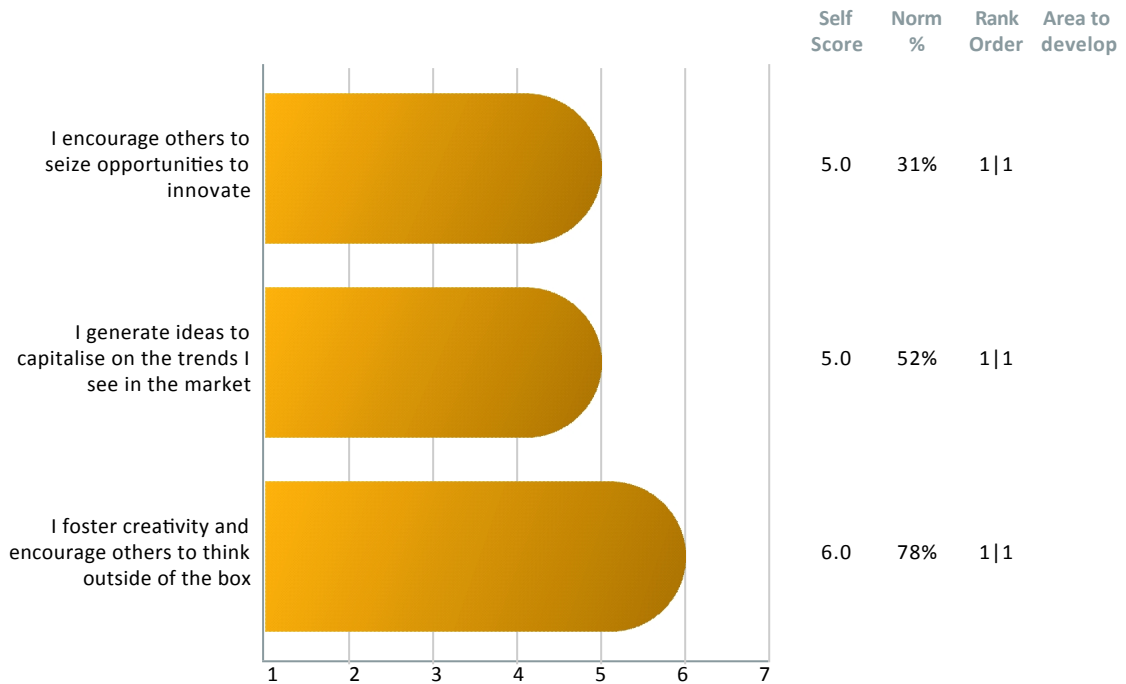


Overextended

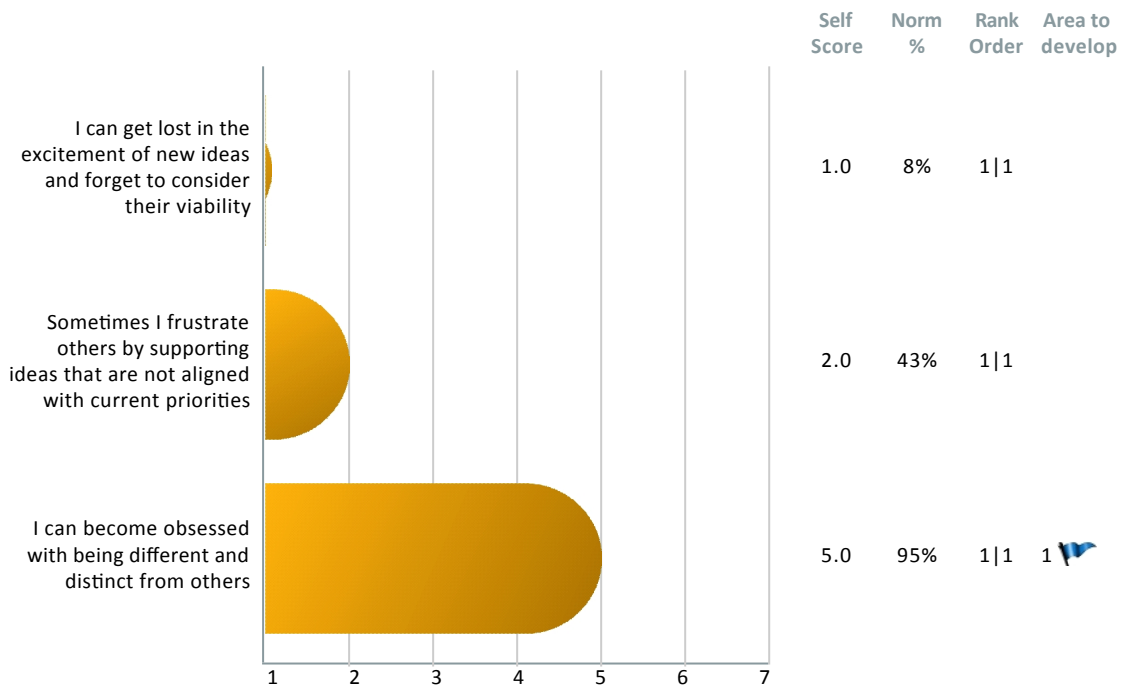


Champions Innovation

Effective

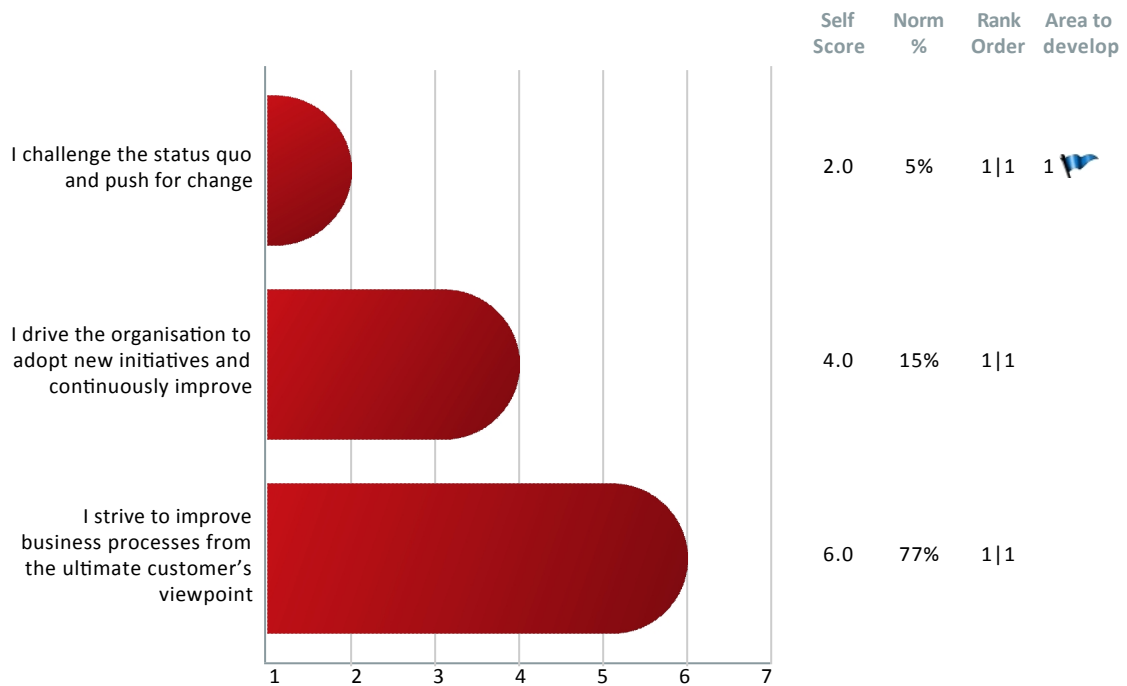


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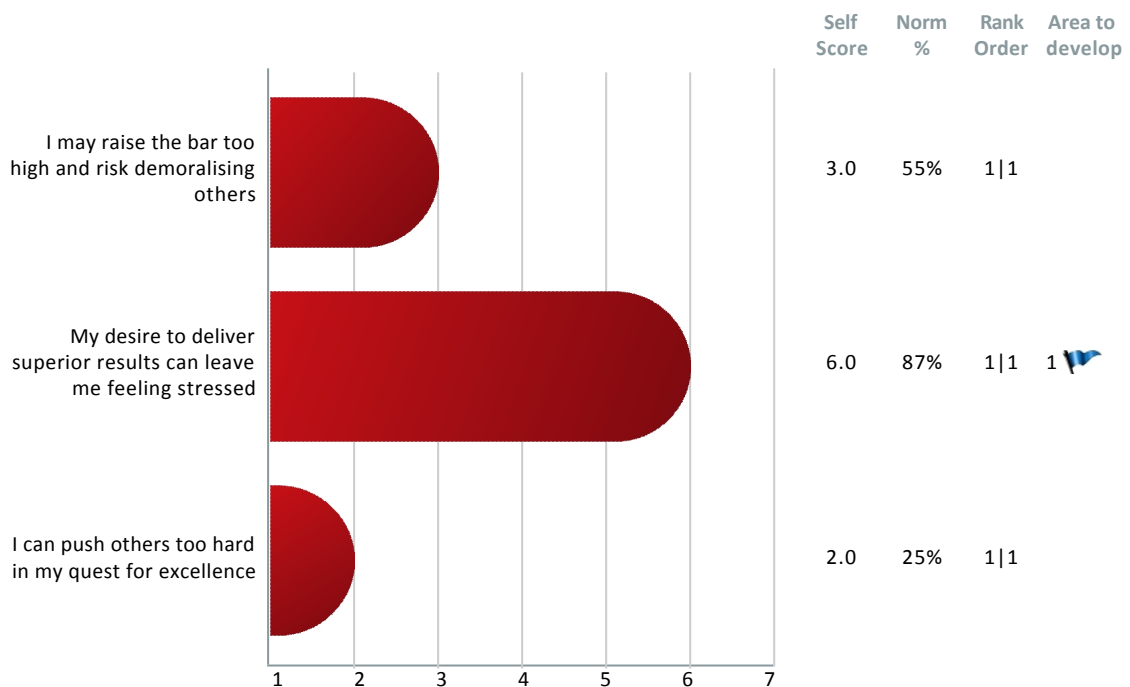


Strives for Excellence

Effective

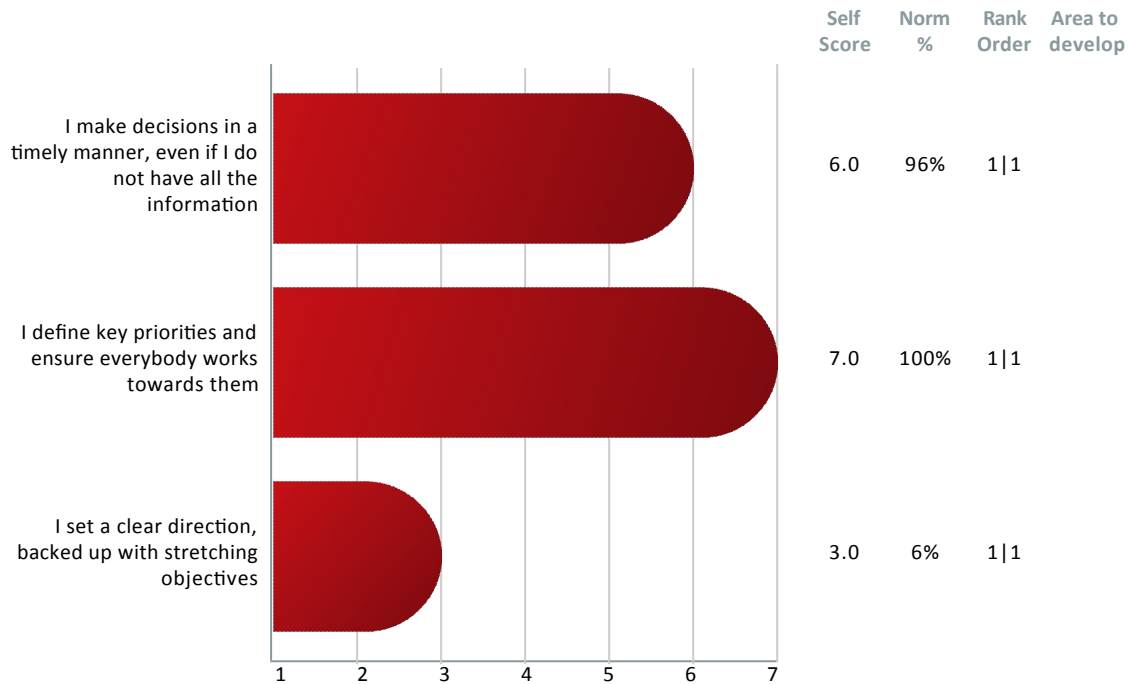


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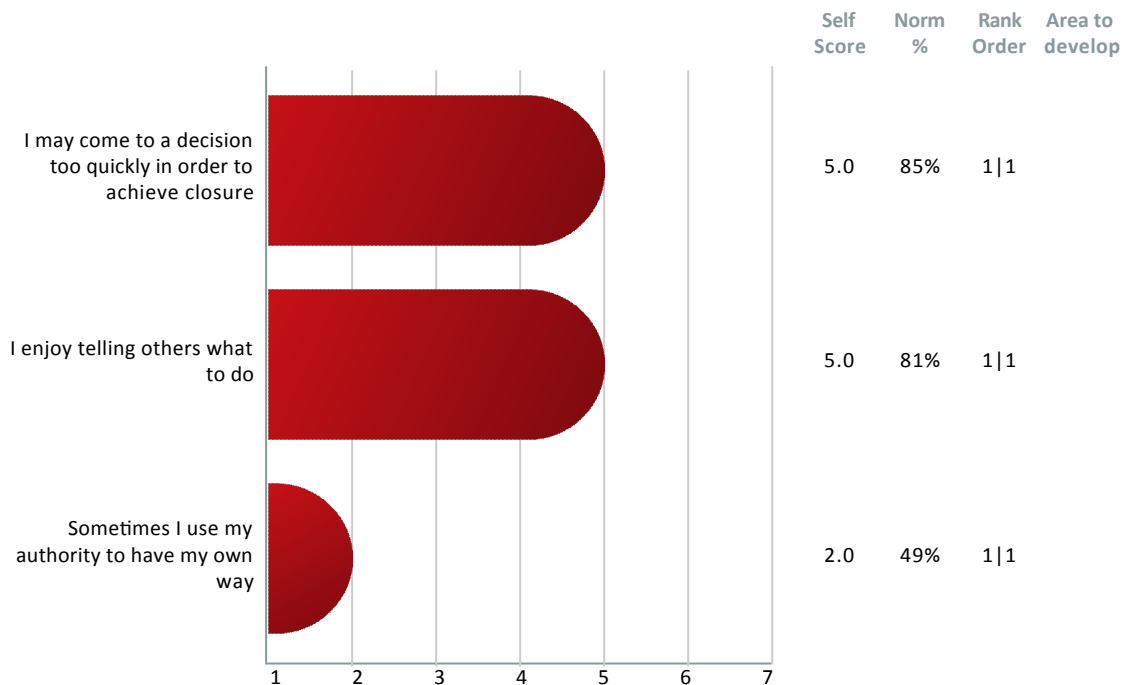


Provides Clear Direction

Effective

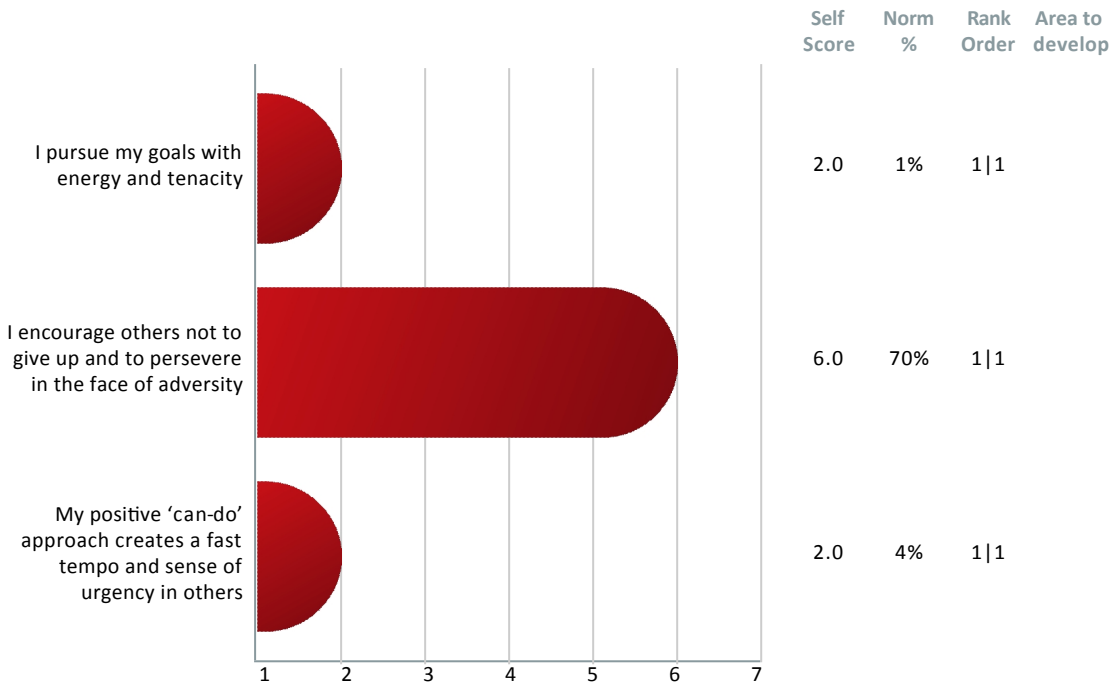


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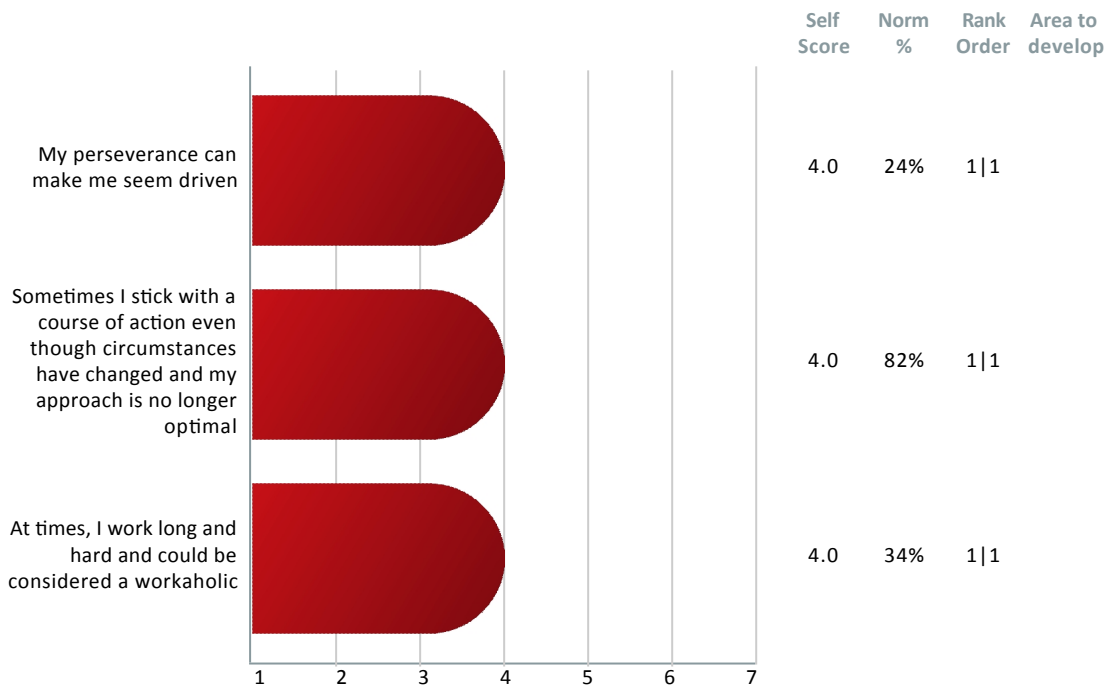


Drive and Determination

Effective

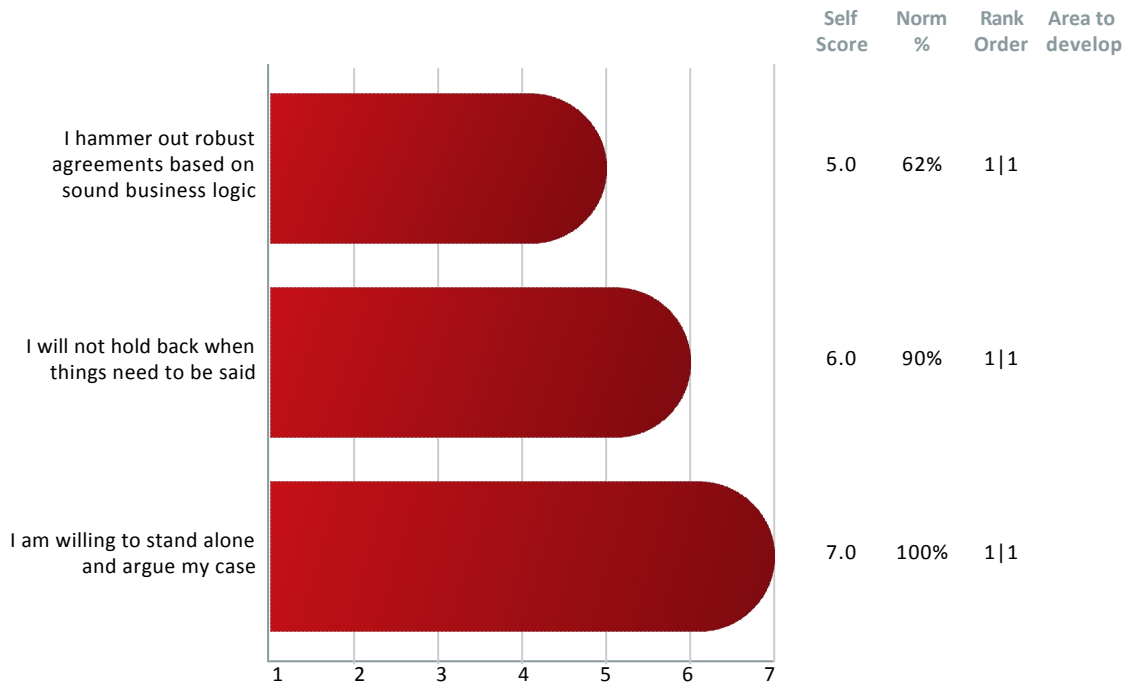


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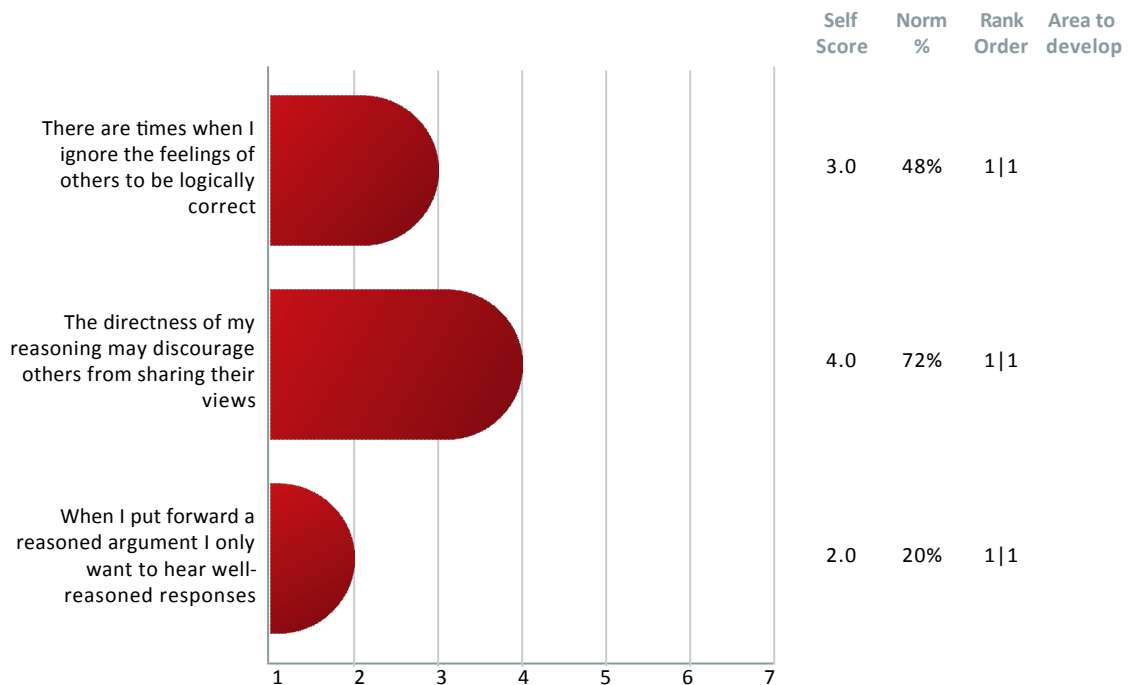


Purposeful Argumentation

Effective

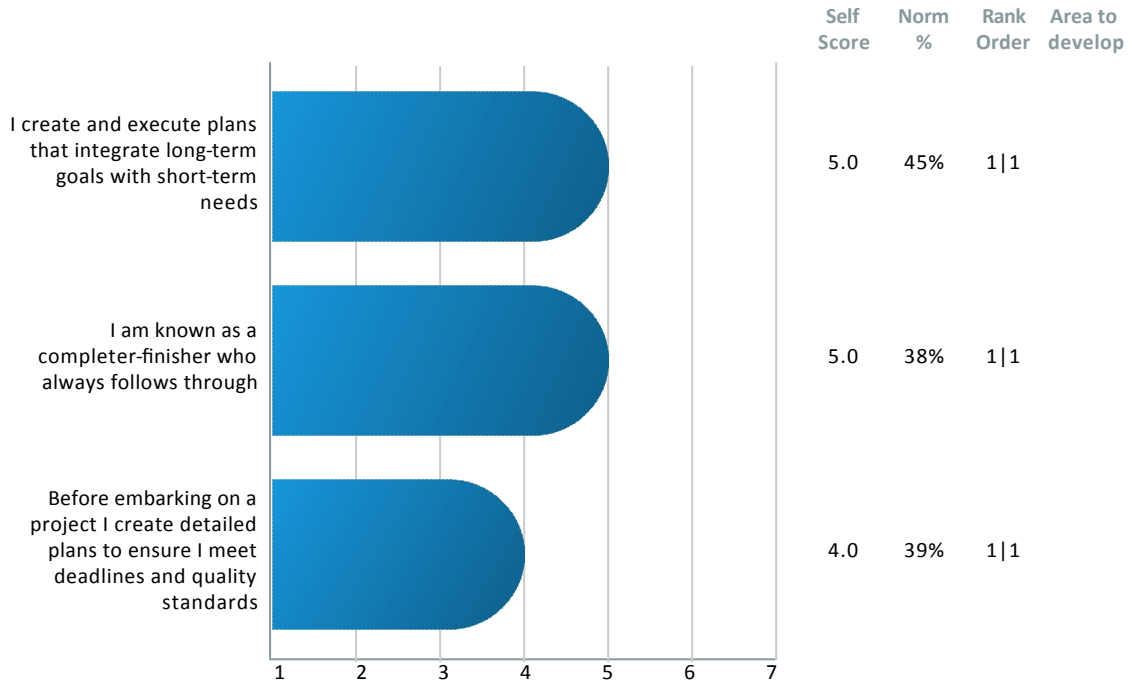


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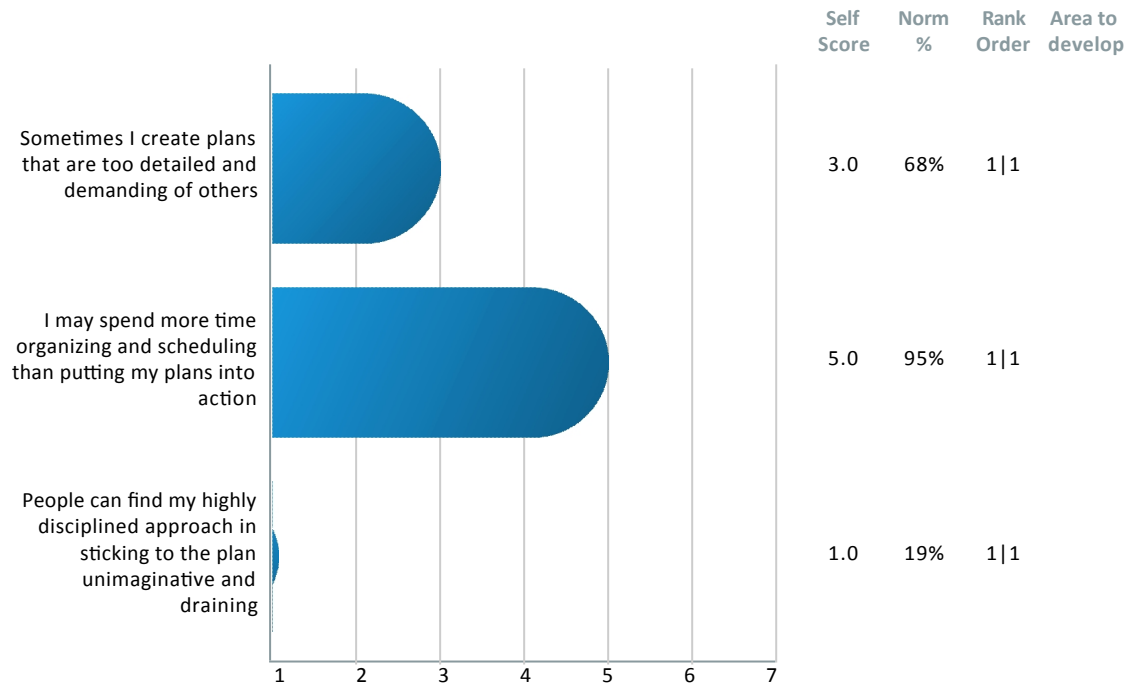


Planning and Follow-Through

Effective

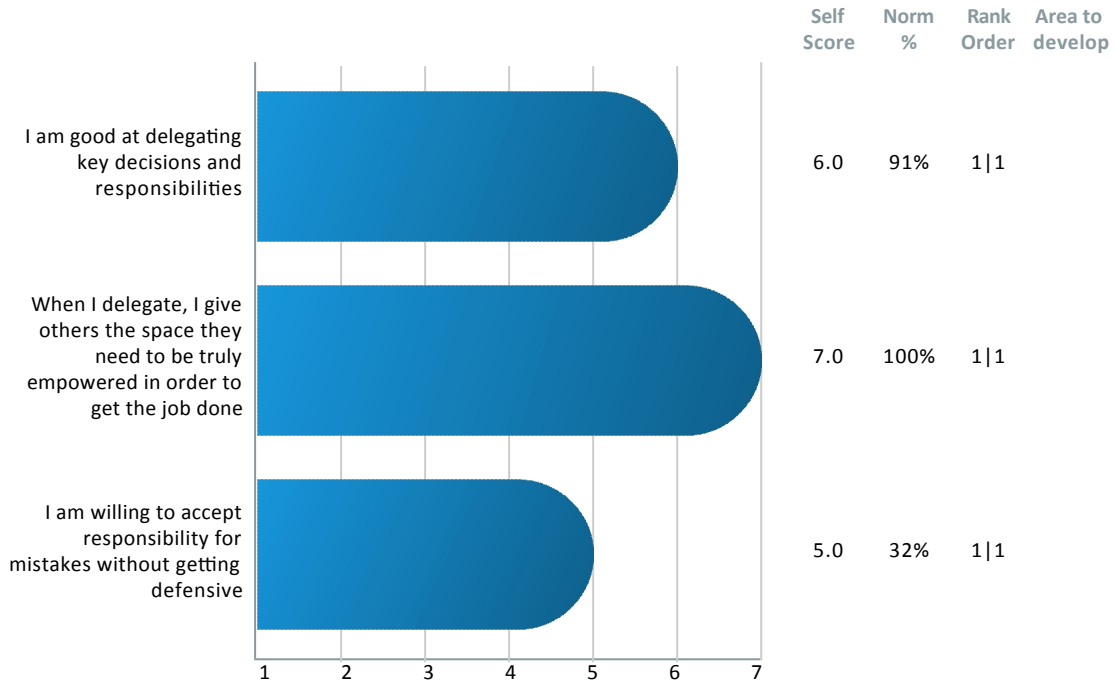


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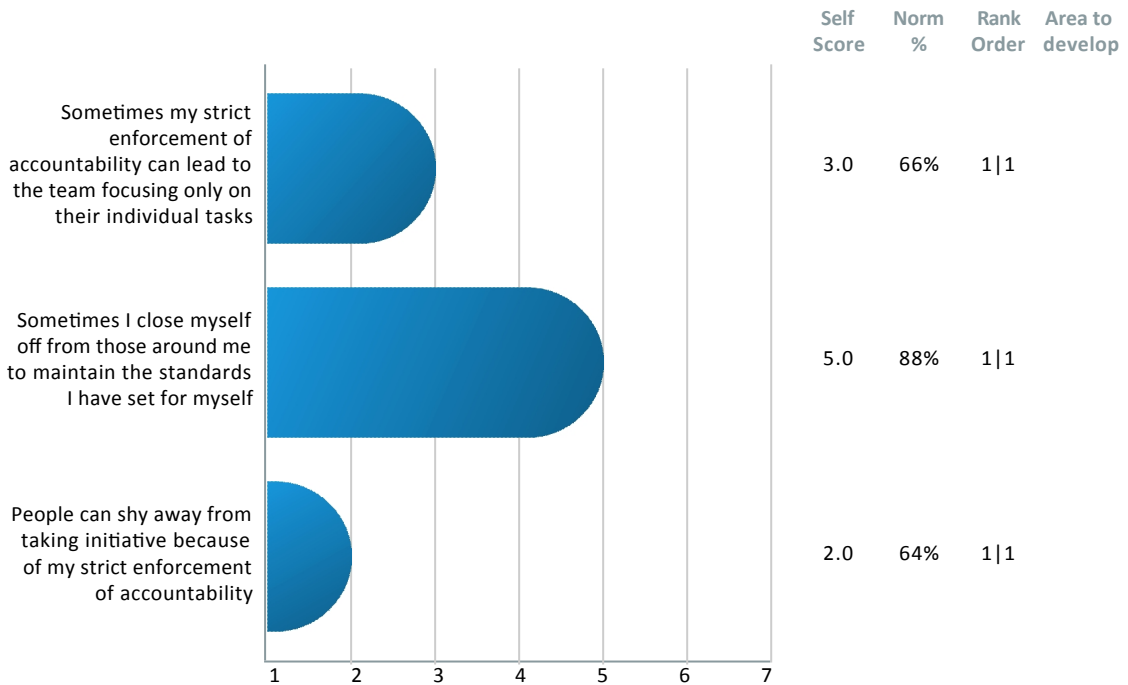


Holds Self and Others Accountable

Effective

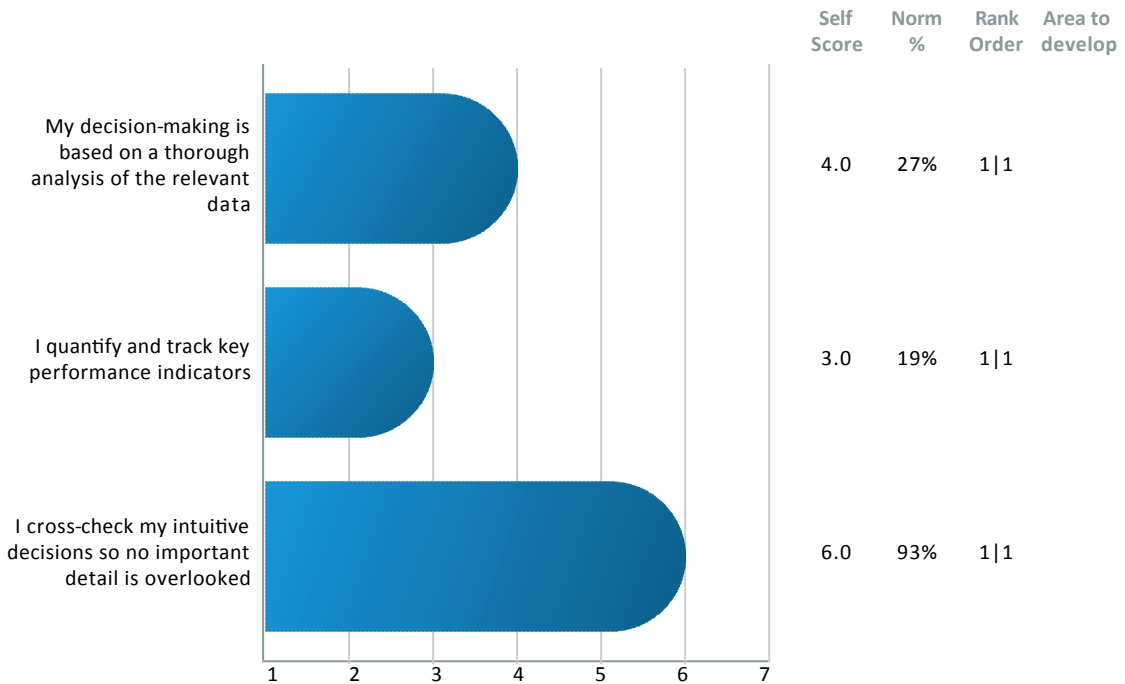


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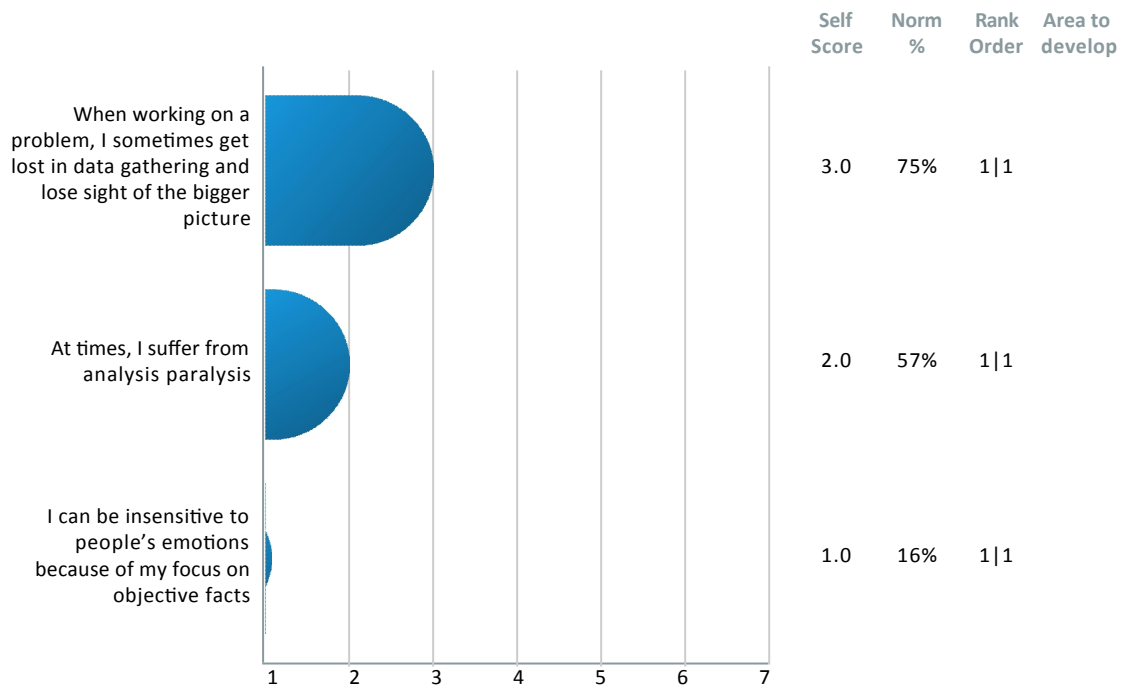


Data Gathering and Analysis

Effective

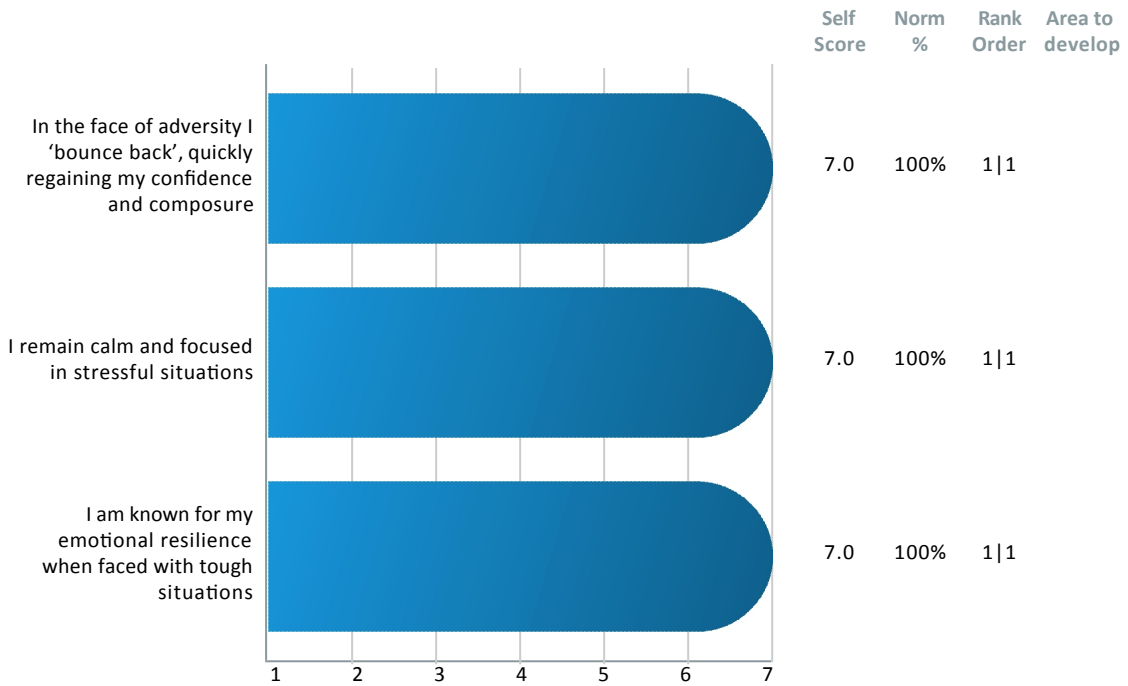


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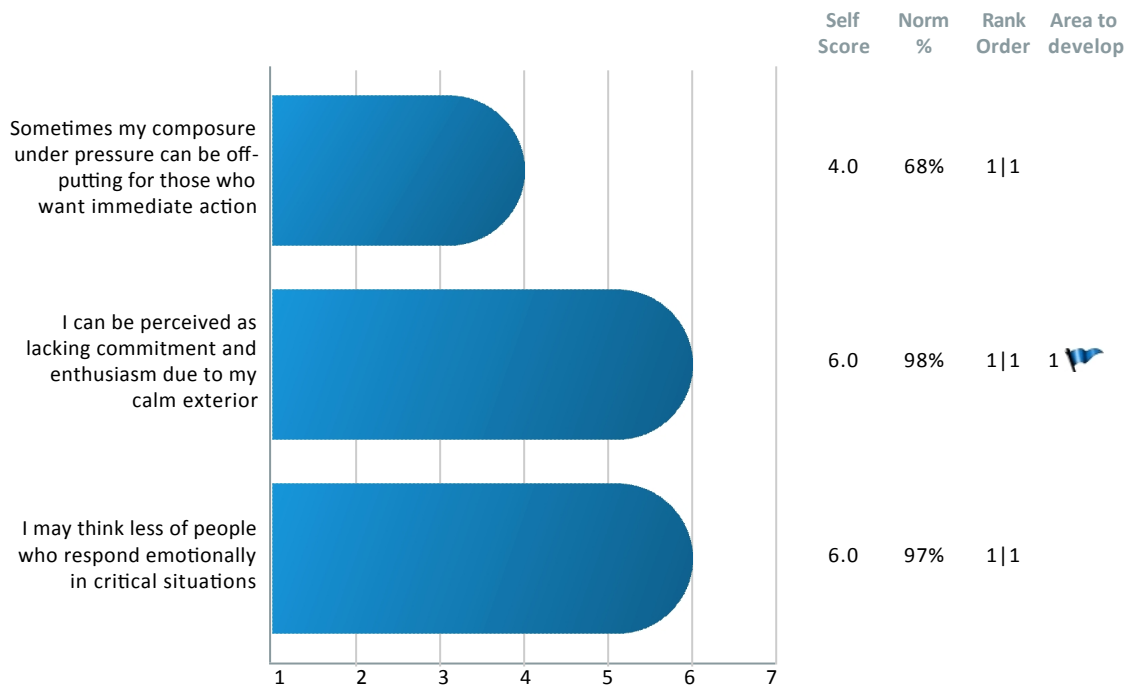


Calm Under Pressure

Effective

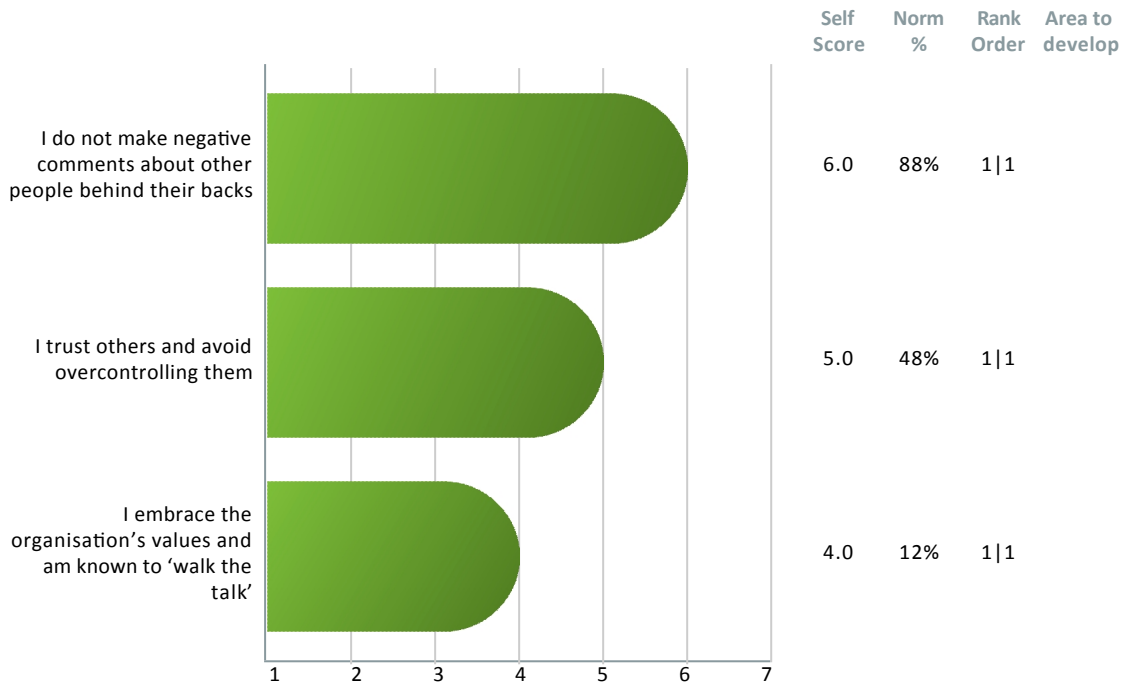


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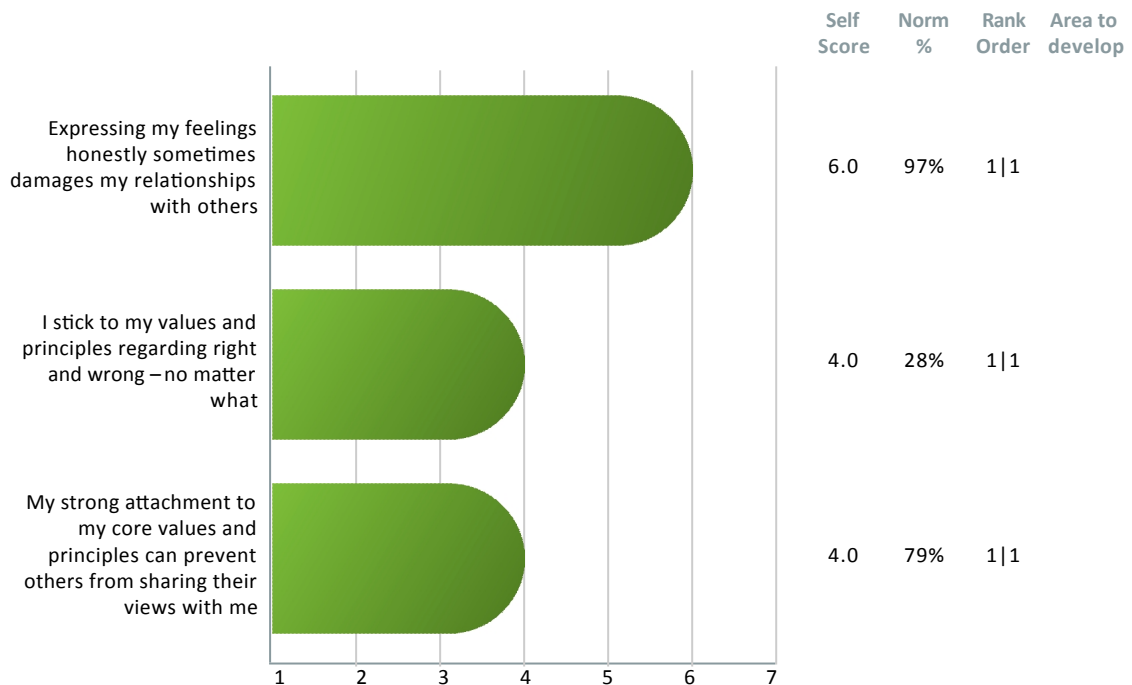


Integrity and Trust

Effective

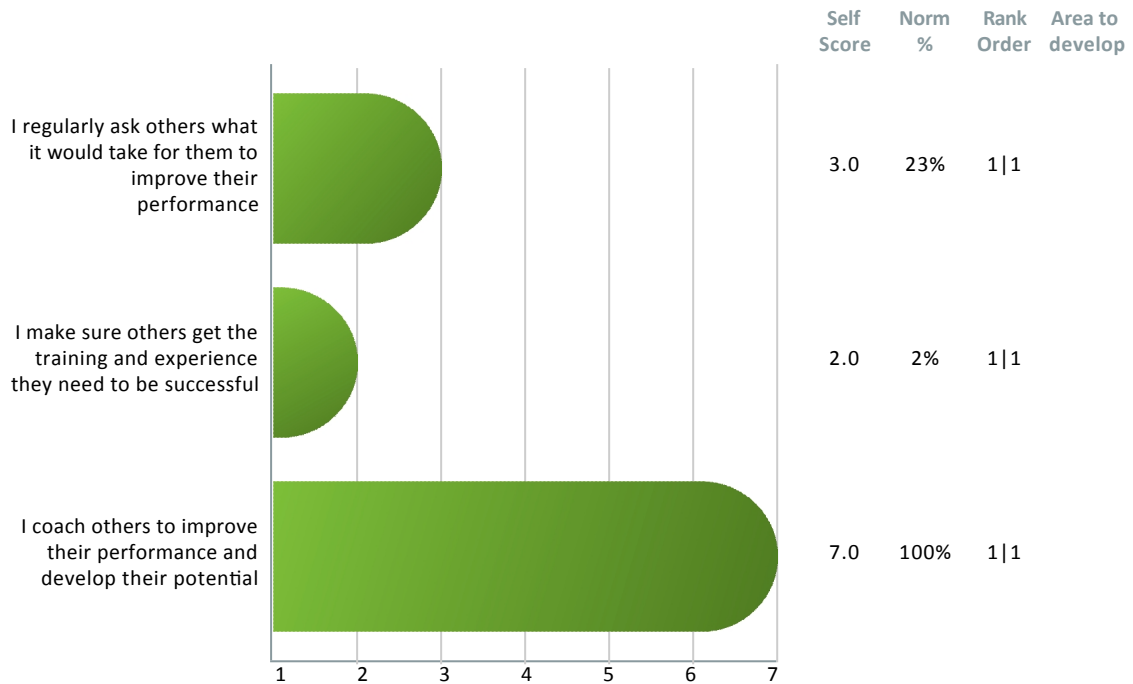


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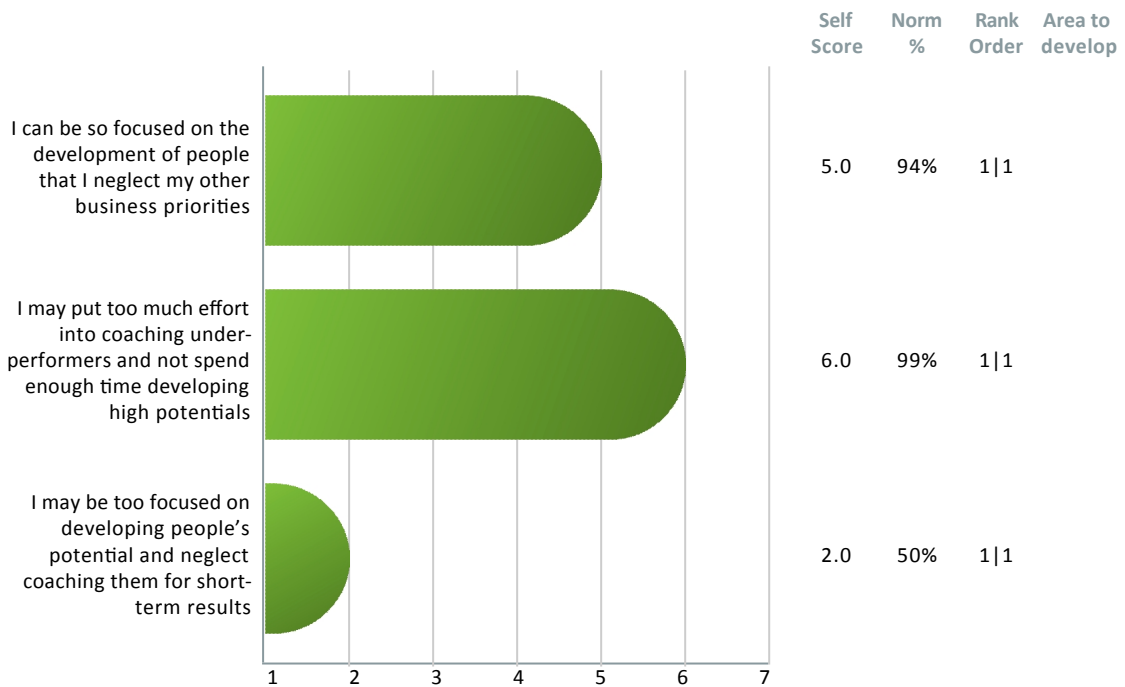


Coaches and Develops Others

Effective

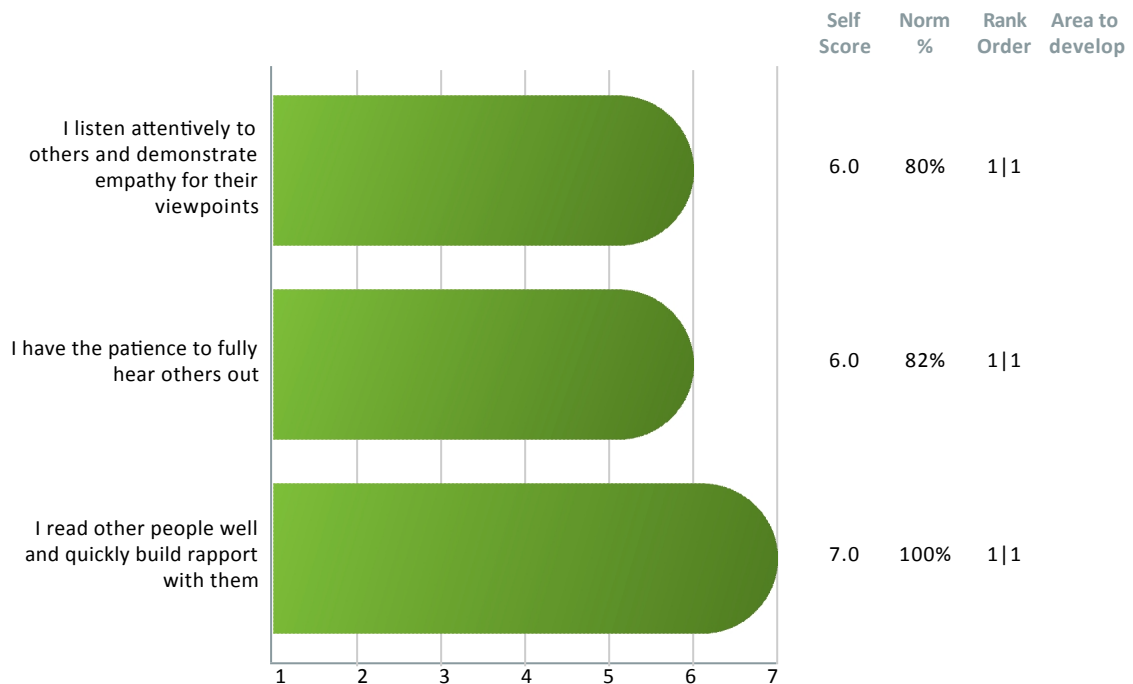


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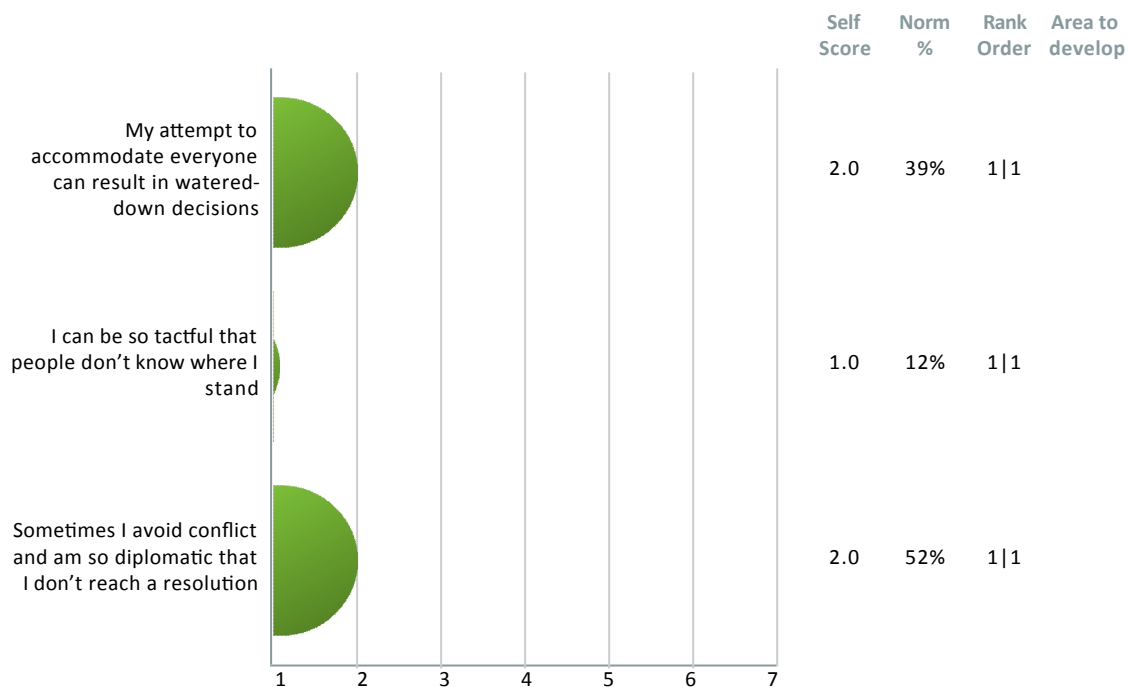


Interpersonally Astute

Effective

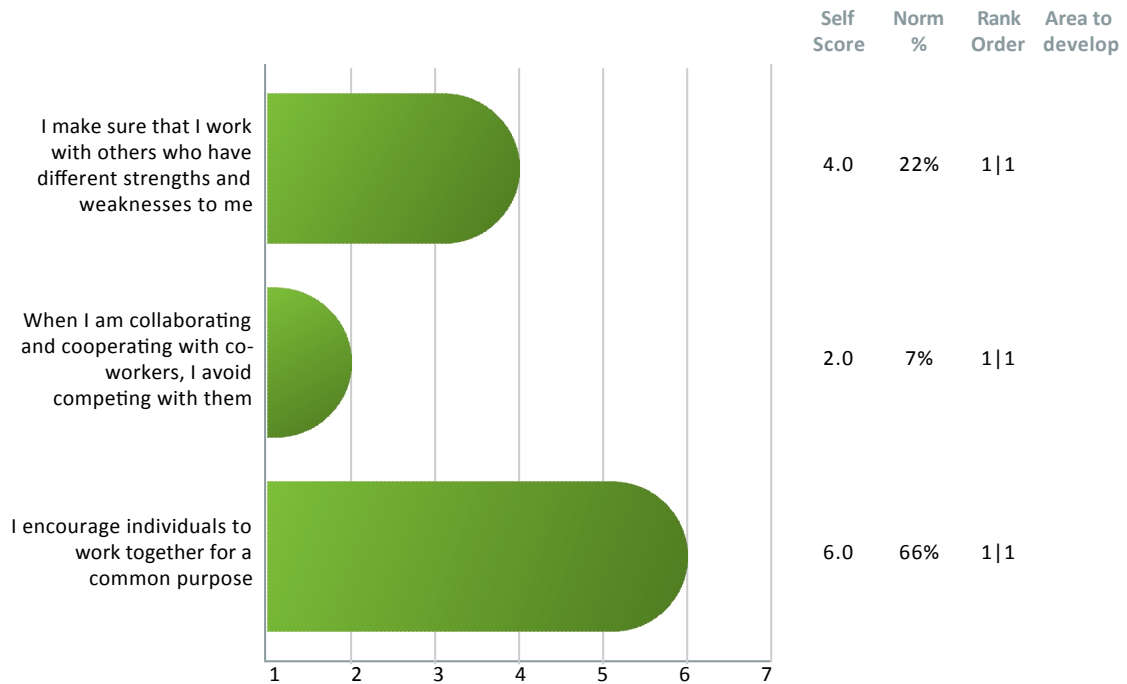


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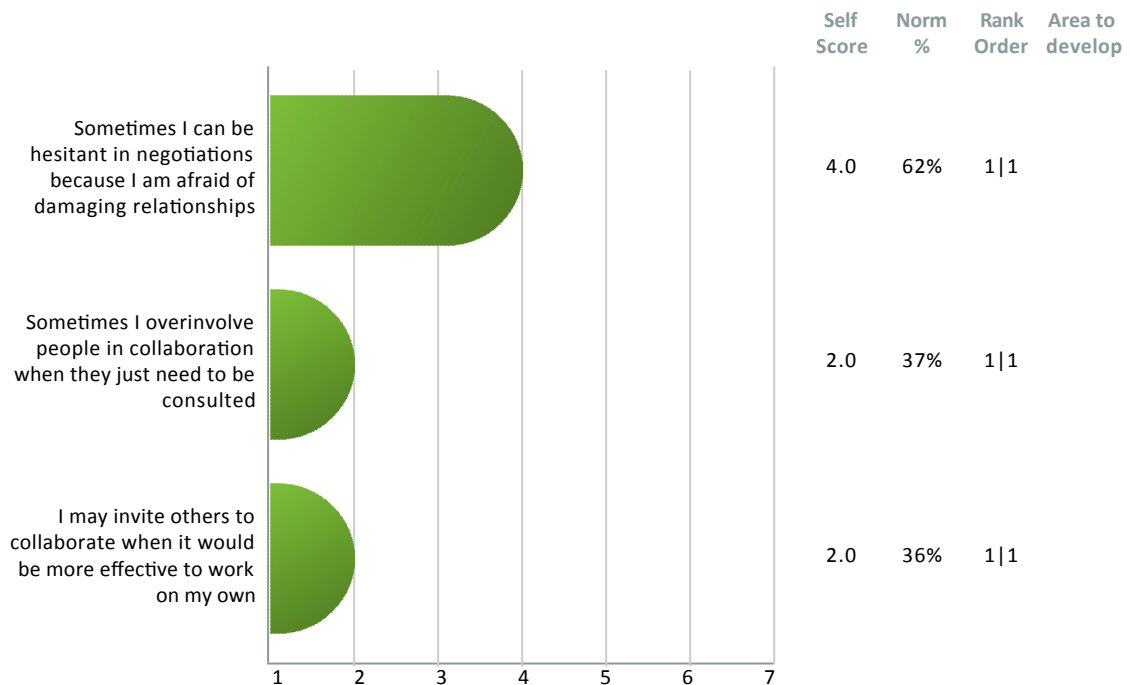


Win-Win Partnering

Effective



Overextended





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