

Appendix 5 – Example report

[Name] – Lumina Summary

Outcome Focus – People Focus

[Name] has a preference for being Outcome Focused over being People Focused. He is as tough as he is accommodating. This means there are times when he is likely to hold his line if he believes he is right, even if it means it may upset people. Then in other situations he is likely to be accommodating focusing more on the relationship rather than the outcome. His report suggests he is slightly more competitive than collaborative which means, at times he will absolutely want to ensure he wins. Having said this there will also be situations where he will drive for win-win solutions wanting to engage and involve those around him. On an underlying basis his report shows he has a greater preference for being rigorous, objective and applying reason, however on a daily basis he appears not to rely on this quality very much. His reports indicates that he prefers to put himself in other's shoes, seeing things from their perspective.

Overextended.

[Name] does report some overextended behaviour in this continuum. Under pressure he may well be seen to be someone who;

- Seeks conflict.
- Becomes overly compliant.
- Wants to win whatever the cost.

Thoughts

- When things don't go his way and he is under pressure, will his overly competitive side become a problem? If the negative side of his tough (seeking conflict) also comes into play this may compound the impact of his behaviour. His report also suggests that when under pressure he can become overly compliant. Is he aware of what drives his converse reactions?
- Why does he not rely on his logical self to any great extent on a daily basis?

Discipline Driven – Inspiration Driven

[Name]'s report suggests he has a preference for being Discipline over Inspirationally Driven. He indicates a clear preference for setting ambitious goals and work diligently towards them, rather than letting his direction of travel emerge. However, he also shows some comfort in the latter. His report suggests that on an underlying basis he prefers to plan and work in an orderly way however, on a daily basis he shows more interest in working flexibly, letting plans emerge. Overall, he shows a clear preference for wanting to ensure he delivers on his commitments. However, he also appears to be very comfortable in making quick decisions.

Overextended.

[Name] reports very little overextended behaviour, the only element of significance is at times he may become goal fixated when under pressure.

Thoughts

Overall he fits well with what you are looking for, the only potential area of concern is, why doesn't he pull upon his natural preference for working in a structured and planned way on a daily basis?

Down to Earth – Big Picture Thinking

[Name]'s report suggests he has a very clear preference for Big Picture Thinking. He is likely to be very happy to work in an ambiguous environment, seeing patterns and trends and solving complex problems. He shows no interest in ensuring suggestions being made are realistic and will work in practice. He appears to be much more interested in generating ideas and being creative rather being focussed on observable facts and being attentive to detail. He shows a very clear preference for enjoying change rather than sticking to the tried and tested ways of doing this.

Overextended.

[Name] reports no significant over extended behaviour on this continuum.

Thoughts

- How practical is he?
- Will he place sufficient emphasis on the detail to ensure ideas and plans become a reality?
- Will he be as interested in scanning for what is working well as much as he will what needs to change?
- He will certainly be an instigator of change.

Extraversion – Introversion

[Name]'s report indicates he has a preference for Extraversion over Introversion. He appears to be as comfortable in relying on himself to be energised and motivated as he is in being energised from being around others. His report suggests he prefers to share what he is thinking and feeling with those around him rather than keeping his thoughts and feeling to himself. He shows a much greater interest in seizing the initiative in a group and gravitating towards authority positions over listening first before making his contribution.

Overextended.

[Name] reports one overextended behaviour on this continuum which is becoming overbearing.

Thoughts

Only concern is his overextended Demonstrative – when he under pressure everyone may well know about it.