

Ricky Potts

Facilitated By The CMAA Lumina Team





A handwritten signature in dark ink, appearing to read 'Stewart Desson'.

-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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On Leadership

“Becoming a leader is synonymous with becoming yourself. It is precisely that simple, and it is also that difficult.” - Warren G. Bennis

Today, “Leadership” has become an industry in itself as organizations have come to recognize the benefits of fostering and developing individuals across all levels to be effective, responsible leaders; encouraging them to be accountable and proactively capitalize on opportunities as well as identifying problems and providing solutions. But what exactly is leadership? People agree on its importance but rarely on its definition.

We believe that stepping into the role of a leader is an act of self-actualization rather than a mastery of organizational processes; an exploration into who they are required to be rather than simply understanding what they are working with.

Leadership in all its forms can grow and be honed over time. Some people lead from the heart, with a natural commitment to core values. These individuals not only lead by example, they lead by living their life in a way that is authentic and true to their principles. Others lead themselves first. They have a high level of discipline and drive that allows them to develop clarity and direction which, in turn, gives them the ability to increase their effectiveness.

You can teach identifiable and measurable processes to turn people into better managers. However you can’t simply teach someone to be a better leader as leadership is born between an understanding of yourself and an understanding of the circumstances. It is about precisely how you can be of service in the best interests of a collective or an organization.

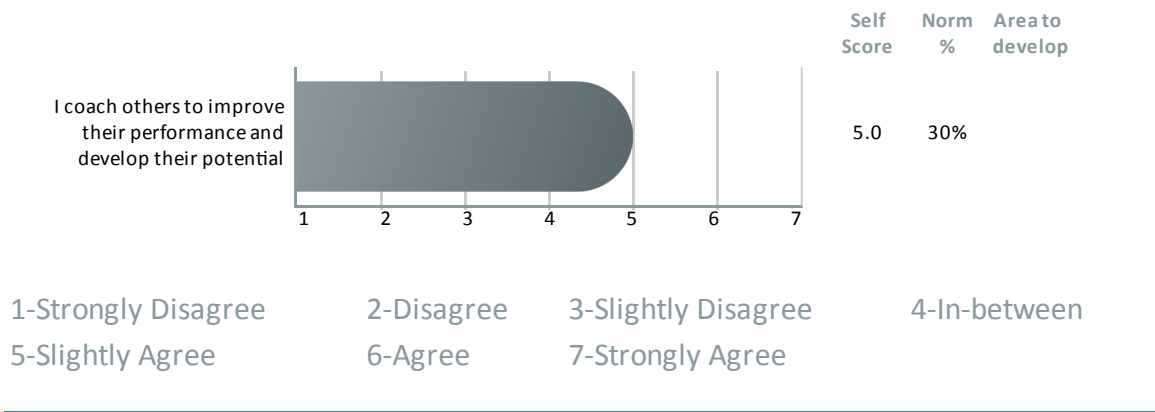
The Lumina Leader Leadership model was conceived with the aim of helping you understand the different components of your own distinct brand of leadership by showing the different ways you like to interact with your work environment.

Your Portrait

The purpose of your Lumina Leader portrait is not to categorize you as a certain type of leader. Rather the portrait is designed to provide commentary on the various characteristics that you possess and express for positive effect. Our Lumina Leader Leadership model combines latest research and theory on leadership with Lumina Learning's wealth of psychometric expertise in that this portrait has been painted with a humanistic hand but with a firm focus on practical results.

Everyone has their own style of leadership and this course will look at how best to use your unique strengths to enhance your leadership skills. There is often no single quality that makes a leader 'great' - it is normally a combination of qualities, honed through practice and experience that combine to help someone stand out from the crowd. On this course you will learn how to expand and develop your repertoire of skills on the path to becoming an outstanding leader within your own organization.

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 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.



Lumina Leader Leadership Model



The above is a pictorial representation of the Lumina Leader Leadership Model and its four Leadership domains, identifying four distinct styles of leadership- Leading with Vision, Leading with Drive, Leading through People, Leading to Deliver. Within each of these domains are four leadership qualities. The following four pages introduce each domain, and the four qualities within them.

Leading with Vision



Leading with Vision

A leader is one who knows the way, goes the way, and shows the way. -
John C Maxwell

Leaders with great vision can inspire great results. They always seek to grow, share ideas and motivate those around them to do the same. In an environment that always seeks to innovate this is especially crucial. All of these components play a key role in the development and success of their long-term strategy.

To be effective in this domain, one requires the following qualities:

- Passion for Learning
- Strategic Thinking
- Inspires and Energizes others
- Champions Innovation

For a detailed definition of each of these qualities, please turn to the references section at the back.

Leading through People



Leading through People

Earn your success based on service to others, not at the expense of others. - H. Jackson Brown Jr

Great leaders require a deep understanding of other people and the relationships between them. This helps them form bonds based on trust and respect resulting in lasting relationships that benefit all those involved. Leaders who understand people are also able to nurture their talent and spot areas where their skills can be further developed.

To be effective in this domain, one requires the following qualities:

- Coaches and Develops Others
- Win-Win Partnering
- Interpersonally Astute
- Integrity and Trust

For a detailed definition of each of these qualities, please turn to the references section at the back.

Leading with Drive



Leading with Drive

It's hard to beat a person who never gives up. - Babe Ruth

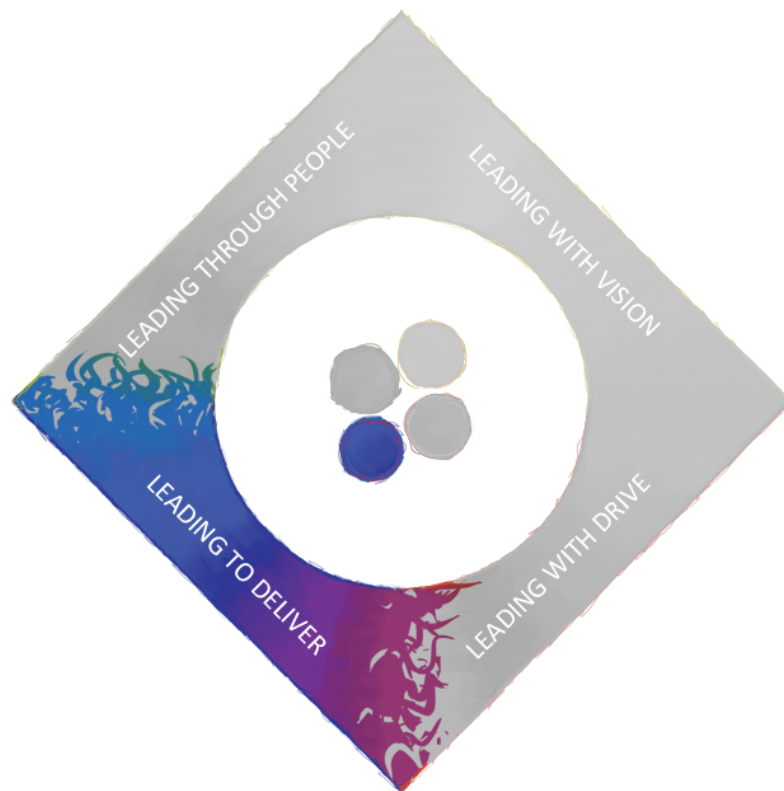
Leaders can only be as good as what they achieve. They must make sure that their personal ambition is matched by the dedication and focus of those around them. Therefore leaders must ensure that everyone strives to do their best. In order to do this they base their leadership on clear communication of delegated responsibilities as well as strict logic and rationale.

To be effective in this domain, one requires the following qualities:

- Drive and Determination
- Purposeful Argumentation
- Provides Clear Direction
- Strives for Excellence

For a detailed definition of each of these qualities, please turn to the references section at the back.

Leading to Deliver



Leading to Deliver

The will to win is worthless if you do not have the will to prepare. -
Thane Yost

A leader must consider delivery to be one of their primary concerns at all times. They must enforce necessary structures and schedules, as well as thoroughly analyze the situation at hand, to ensure that their team are able to achieve what is required from them. They seek commitment and discipline from others in response to their detailed planning and careful delegation.

To be effective in this domain, one requires the following qualities:

- Planning and Follow-Through
- Calm Under Pressure
- Data Gathering and Analysis
- Holds Self and Others Accountable

For a detailed definition of each of these qualities, please turn to the references section at the back.

Your Leadership Overview



Ricky Potts

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"

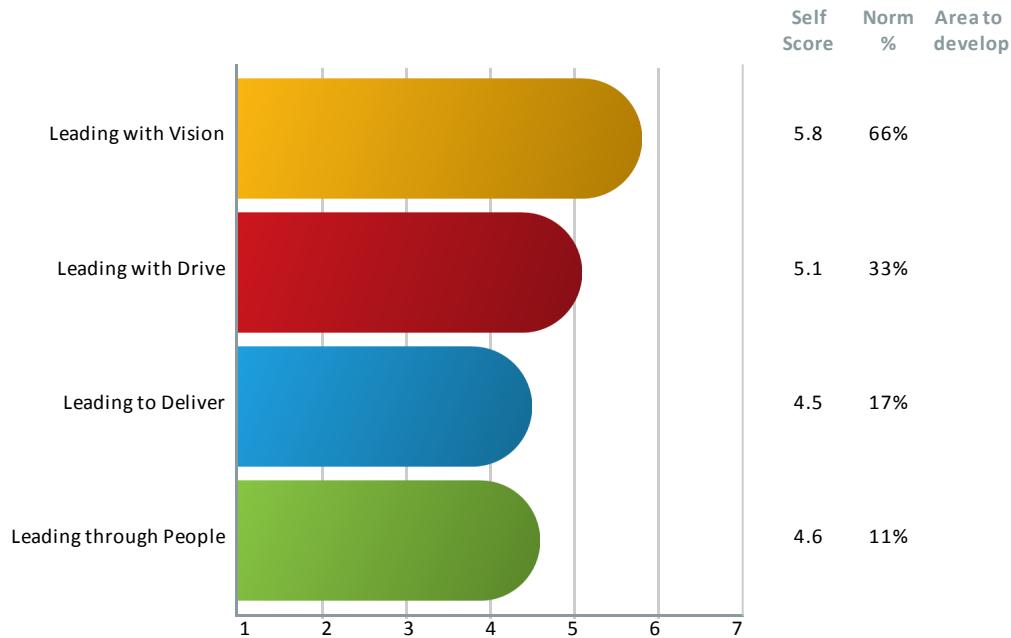
More on your leadership qualities:

- Your enthusiasm for learning means that you always take away valuable lessons by analyzing where you have succeeded and failed in the past, constantly strengthening and developing an effective leadership style.
- You are a leader who actively inspires and energizes those in your team, creating a climate in which people want to give their best.
- You always keep one eye on the future, ensuring your team always work towards a substantial, long-term goal.

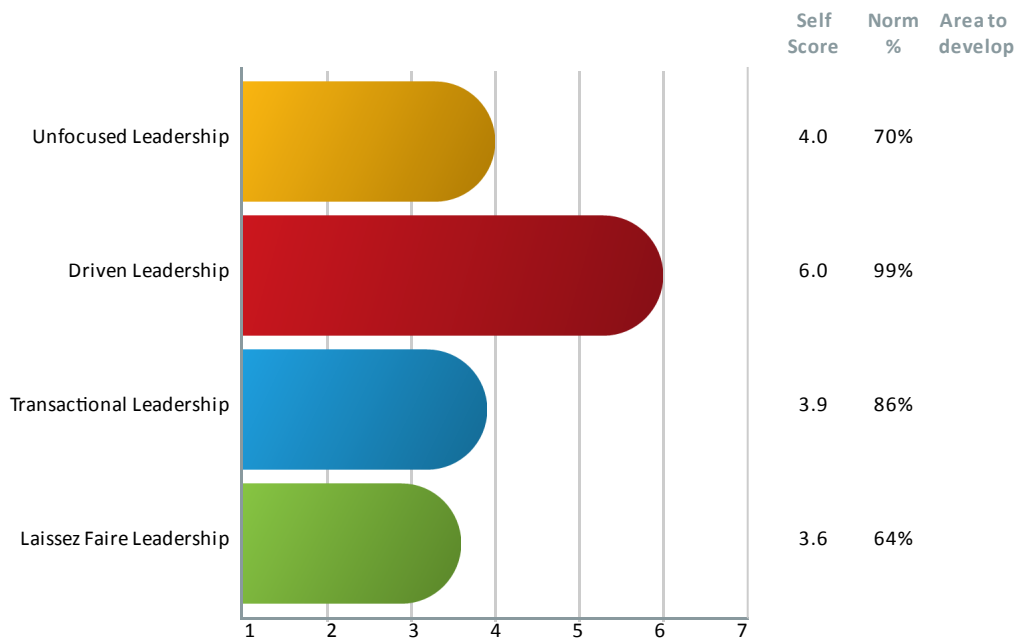
Your Domains Overview

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



LEADING TO DELIVER

LEADING WITH VISION

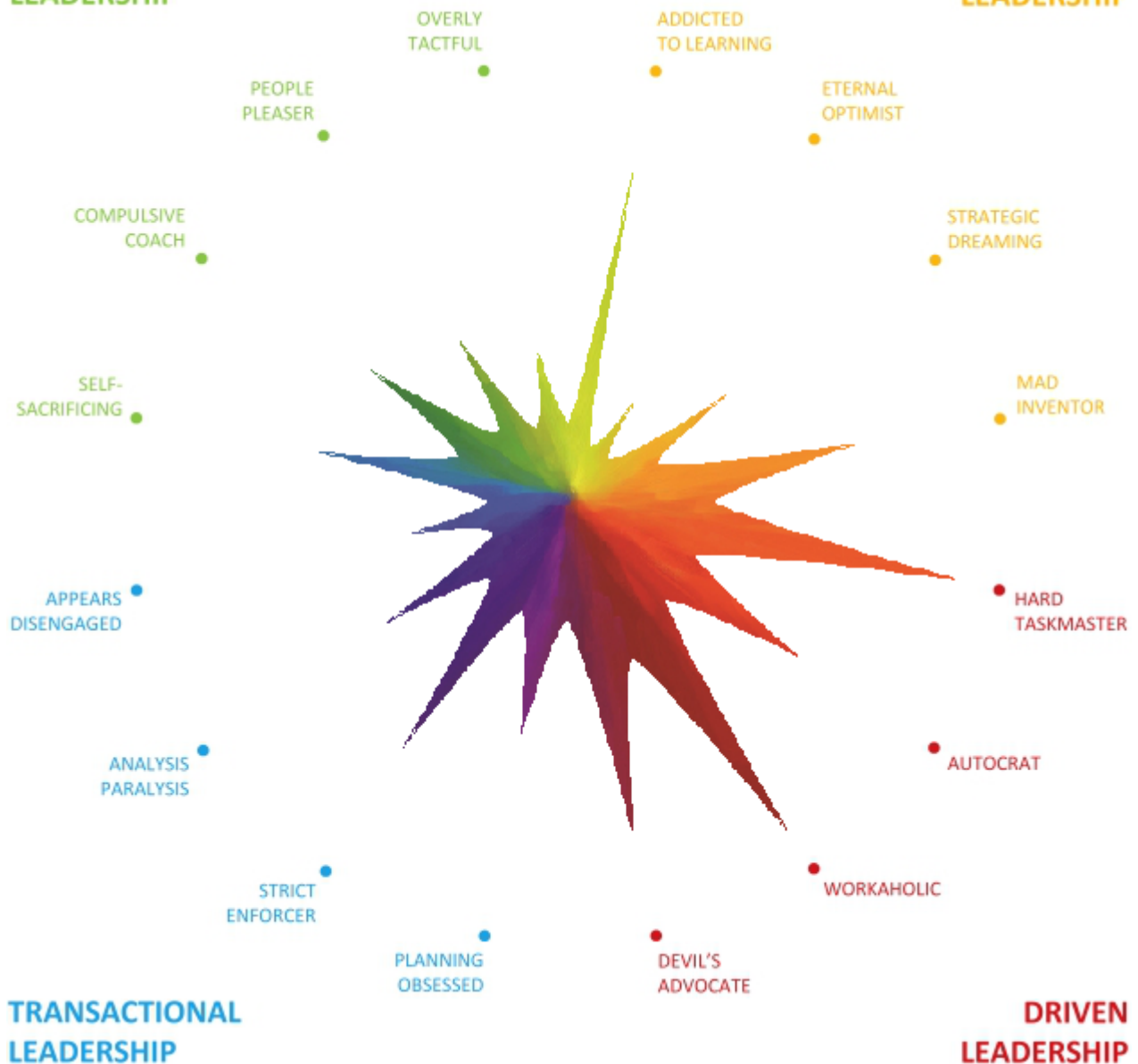


LEADING WITH DRIVE

Your Overextended Leadership Starburst

LAISSEZ FAIRE LEADERSHIP

UNFOCUSED LEADERSHIP



Your effective Leadership Tag Cloud

Tag cloud based on your self-assessed scores.

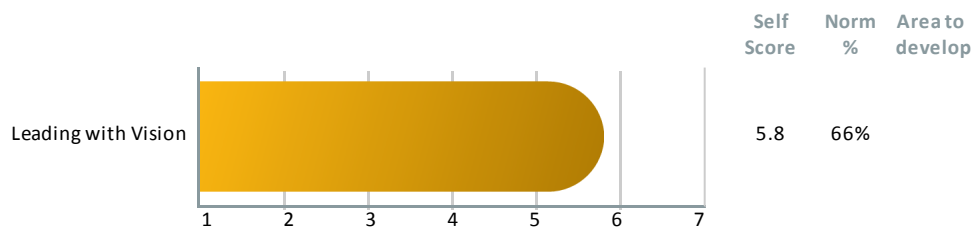


Leading with Vision

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 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 manage your time effectively, allowing you to dedicate time to exploring your areas of expertise
- You keep your team's energy directed towards the outcome rather than allowing personal differences to get in the way
- Your desire to win fits well into your organization's larger battle for supremacy in the wider market

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

- Whenever people need to be reminded about the core focus of a project they know that they can come to you. Your drive to achieve long term goals means that you keep your eyes firmly on the target. Your certainty and determination provides a reserve of resolve from which others may draw and learn.
- Very few people understand the details of your business better than you do. Your unbiased perspective and your clarity in analyzing people and their behaviors help you to delegate without prejudice and favoritism. You often have a more rational view of what is necessary than your colleagues, making problem-solving a more straightforward process for you than for others.

Leading with Vision

Your suggested areas of development

As a leader you understand that innovation is not simply about ideas and creativity; it also involves the commitment of the team to carry it through to its completion. Therefore try and keep the team focused on their respective tasks, as well as asking them for creative ideas.

You understand the importance of interaction and discussion when it comes to innovating. Don't be afraid to try and energize others and help them find inspiration in order to come up with the best ideas that will drive your organization ahead of the rest. Some of the best ideas are ones that are conceived and developed between multiple perspectives.

Here are some more ways you can develop to lead others

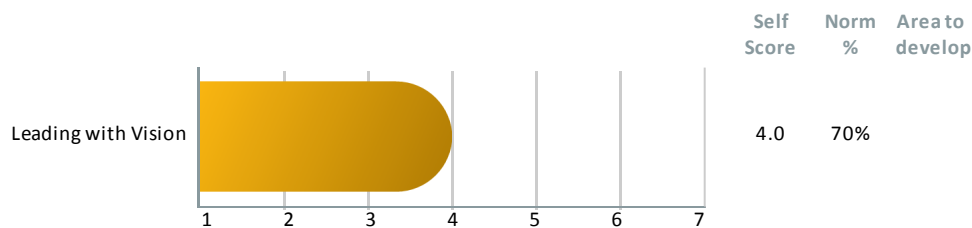
- Try to encourage others to be in healthy competition with one another when it comes to contributing innovative ideas
- Once you have decided to implement an idea, be sure to see it through to the end without distractions to maximize the gains
- Use your high levels of personal commitment to ensure that new ideas are integrated properly.
- Try to interact more with others and help each of them develop new ideas in the process
- Don't let good opportunities pass you by, seize the moment and commit to following through with your choices.
- Endeavour to work more open ended goals into your project planning process. This will make your plans more robust and they will need less adjustment to deal with unforeseen circumstances.
- Seize the chance to campaign for change when you see that change is needed. No system is perfect or impossible to improve upon, so look for ways to enhance the system you find yourself within.
- Don't be afraid to make a quick decision based on your instincts. A timely decision can be much more valuable than a late one that includes everyone's input.

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:



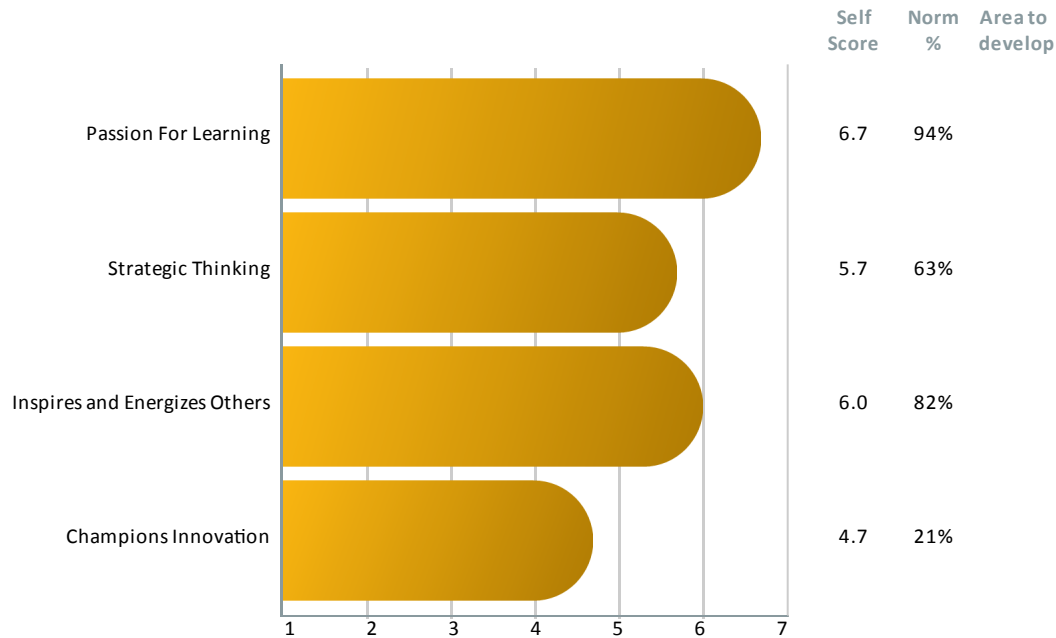
Final comments and recommendations on your Leading with Vision

- Your focus on plans can make it hard for others to bring up other topics which could be important
- Take care not to damage your credibility by being so skeptical of change that you become cynical of good ideas
- Make sure that any creative competition you nurture within your organization is for collective progress rather than individual gratification
- Avoid creating conflicts that may stifle your team's willingness to be creative
- Whilst you are very persuasive you should limit the number of initiatives you support or people may begin to tune you out
- Avoid criticizing other people's suggestions or you may limit the number of ideas you have available to you next time around
- Some people are unable to work well with your high energy communication. They prefer to communicate in a less exuberant manner and you can get frustrated and withdrawn if asked to modify your communication style.
- Be careful that your natural enthusiasm does not overwhelm more reserved members of your group, as they may find it rather imposing.

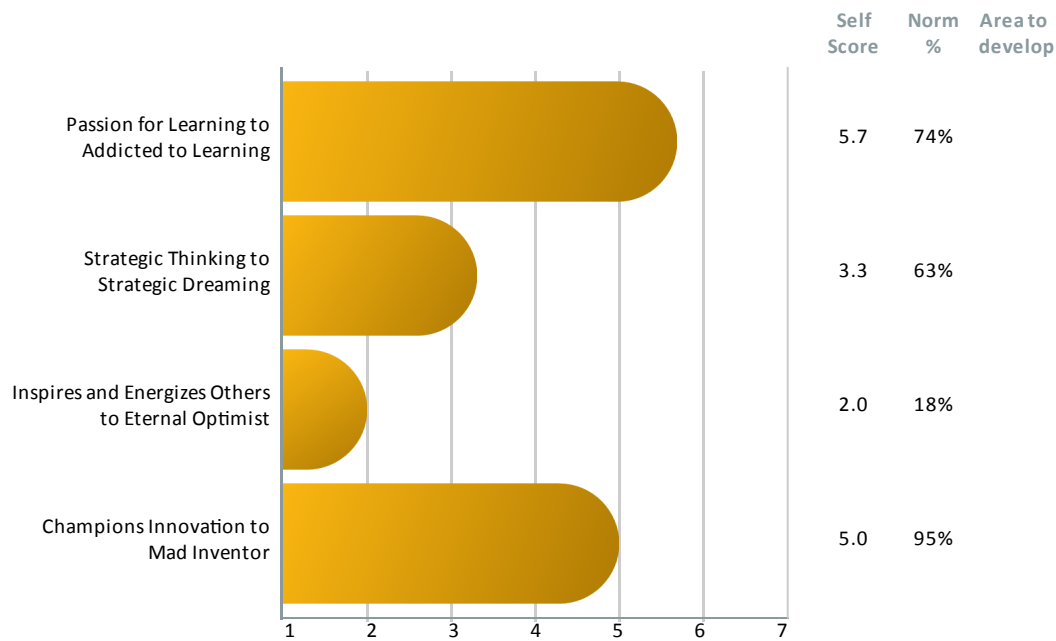
Leading with Vision

Your Effective and Overextended use of the four qualities:

Effective



Overextended

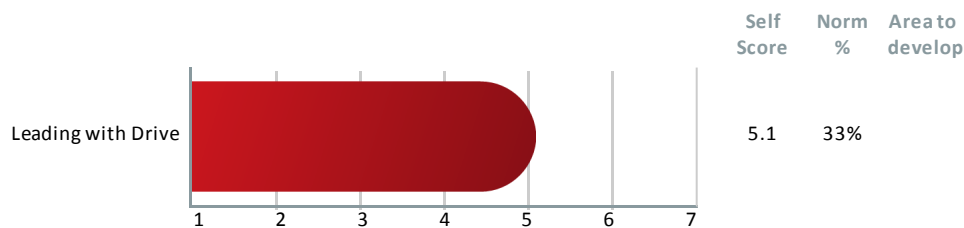


Leading with Drive

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 comfortable with the idea that you may need to overcome resistance from colleagues to do what needs to be done
- You are willing to take difficult decisions that may be perceived as unpopular by the group
- Your strong focus on the final goal empowers you to take up even the most uncomfortable but necessary process improvements

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

- When you find reason to support a controversial plan, you have ways of bringing your team around to it. By drawing on your large nexus of contacts you can build support for a change across your organization and make it seem inevitable. With ample support behind your plan you will be emboldened to push it through. Using this process you excel at rallying a team together to get a project started.
- You enjoy keeping up your reputation as a highly dependable leader and strive to ensure this is reinforced with each accomplishment your team makes. You are known for getting the job done on time, but you try to take this further and try to over-deliver on your objectives.

Leading with Drive

Your suggested areas of development

When you are in a debate and someone challenges you on your opinion you should be willing to fight to defend your point of view. Doing this will make you a tough adversary and a strong advocate in an argument. People may also start to think of you as a confident person when it comes to speaking in high pressure situations.

You should not underestimate the problematic nature of working in an ever changing business world, but you need to know that the best way to counteract this is to maintain a sharply reactive critical mind-set. When faced with different problems, you should maintain a calm sense of analysis in order to make optimum decisions for the best interests of your organization.

Here are some more ways you can develop to lead others

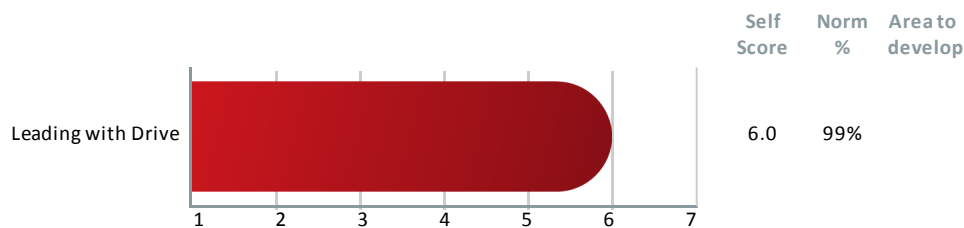
- Make use of your understanding of competitive natures to instill a desire to win in your team when you communicate with them
- You speak to a lot of different people and this gives you a sense of many different perspectives; you should take these into account in your arguments
- Other people know that you place a lot of value in your word; use this to reinforce your standpoint in an argument
- In order to keep everyone working as hard as possible it is important that you communicate clearly what you want them to do to avoid any hold-ups
- Try and bring the team together in order to communicate your intentions to them, even if some people are resistant to the idea
- 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:



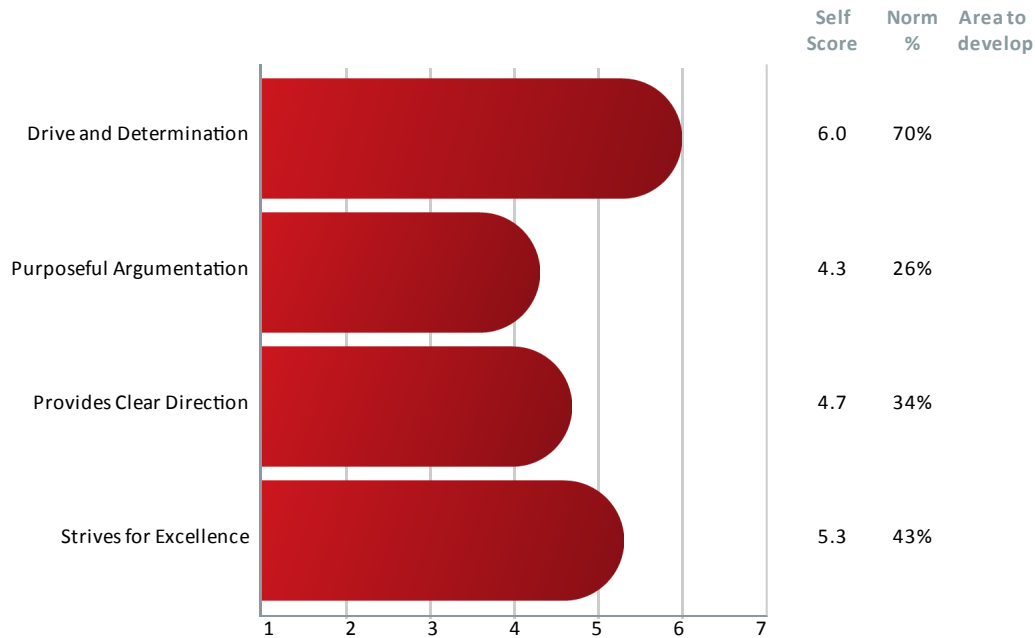
Final comments and recommendations on your Leading with Drive

- Try not to be overly-ambitious in your plans
- Be careful that you are not too quick to be critical of other people's suggestions to improve the team's results
- Make sure that your stubborn nature doesn't prevent you from seeing others' perspectives
- Make sure your source of energy and drive is the belief in yourself rather than the approval of others
- Not every debate is a competition. There are times when you need to compromise in order to get something from a discussion
- Make sure that people are clear on your perspective and that you do not prevaricate when you are putting a point across
- 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.
- 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.

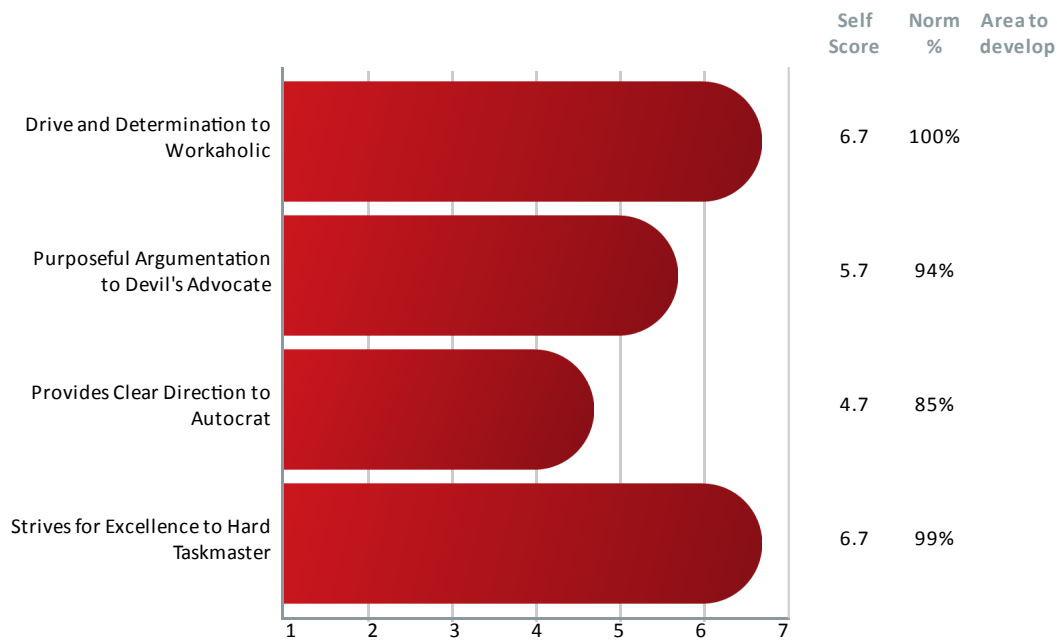
Leading with Drive

Your Effective and Overextended use of the four qualities:

Effective



Overextended

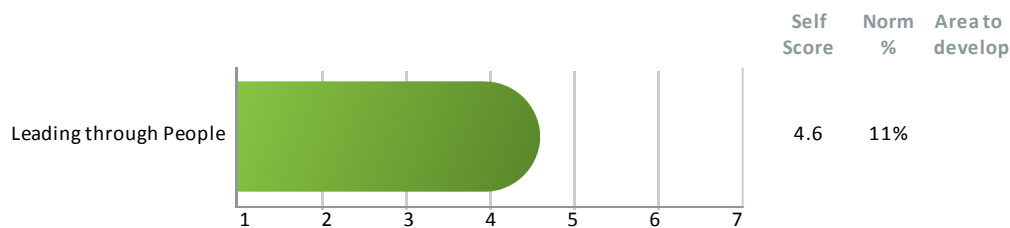


Leading through People

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 expect firm and clear commitments of personal development from your team
- Your strong sense of discipline sets an example for your team to work towards
- Your wide network ensures all voices are represented in group discussions

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

- Only by consistently challenging and extending their own talents will individuals become valued members of your team. Those who have worked for you are often noted for their singular dedication and drive. Success is the bottom line to you, and you actively instill this priority in those with whom you work. By establishing consistent methods for monitoring performance, setting regular targets and creating opportunities for competition, you create an atmosphere in which the drive to win is paramount.
- You are always certain in your understanding of the logical underpinnings of a project, thus enabling you to explain the more complex aspects to your team. You set a good example to others, coaching them in how to present their ideas so that they are both accessible and easily understood.

Leading through People

Your suggested areas of development

Make sure that you are willing to take a stance and fight for it if necessary in order to ensure that your team pulls through tricky situations. Remember that by taking the hard route you may make yourself unpopular but you can also make a point of focusing on the priorities of the team in order for everyone to succeed in the end.

Draw on your wide social network to try and gain a sense of whether your team feel they are being treated fairly. Make sure you are not 'playing favorites' and avoid speaking negatively about a team member without warrant. By becoming known as someone with integrity you will earn the trust of your team and create a better work environment for everyone.

Here are some more ways you can develop to lead others

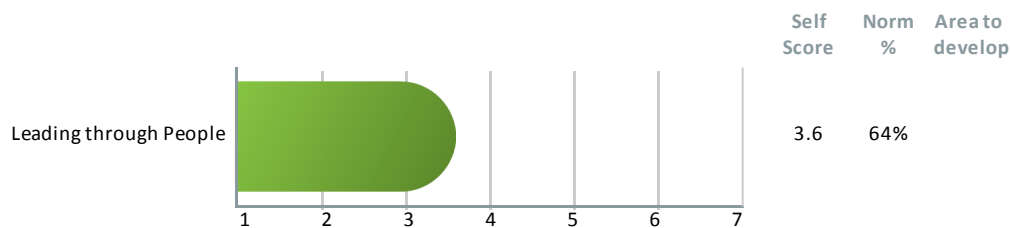
- Try to infuse the whole team with a desire to deliver their shared goals on time
- Your desire to be as successful as possible might mean that you would benefit from creating win-win goals
- Use your clear vision of the end goal to provide the necessary impetus for your team to gather together and work towards it
- Keep your network together by remembering to treat people with a consistent degree of fairness
- Direct your no-nonsense approach inwards to make sure you exercise personal responsibility
- 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.
- When you truly want to connect with someone else, sharing feelings is a good place to start. If you are working on the same project you might want to ask them about their goals or ambitions and see where that discussion leads.
- while it is important that we learn from our mistakes, you should be careful that you don't get stuck in a negative thinking pattern. Try to take things less personally and adopt a more relaxed manner for dealing with setbacks.

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:



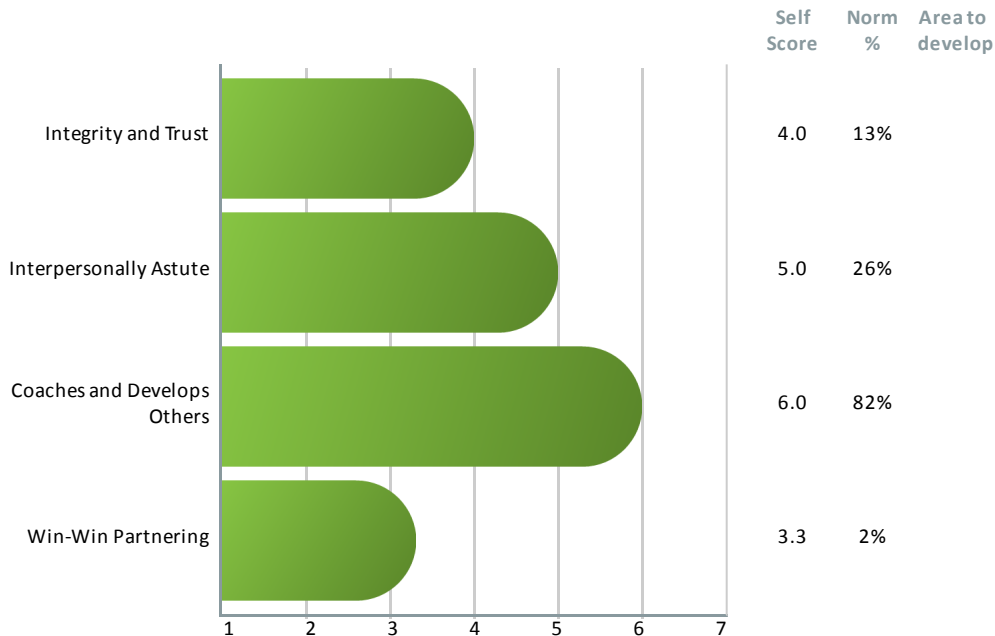
Final comments and recommendations on your Leading through People

- Try and share some more of your opinions and experiences in conversation, this will help others connect better with your human side
- Remember to follow up on your strong values with substance and results
- Bear in mind that not everyone is motivated to self-improve in order to be better than others
- Be careful that you are not too forthright in your criticism - it can be quite off-putting for those still developing
- Give time to consider the reasons behind the team's emotional reactions to ideas
- Remember to build wiggle room into the structure of the plan

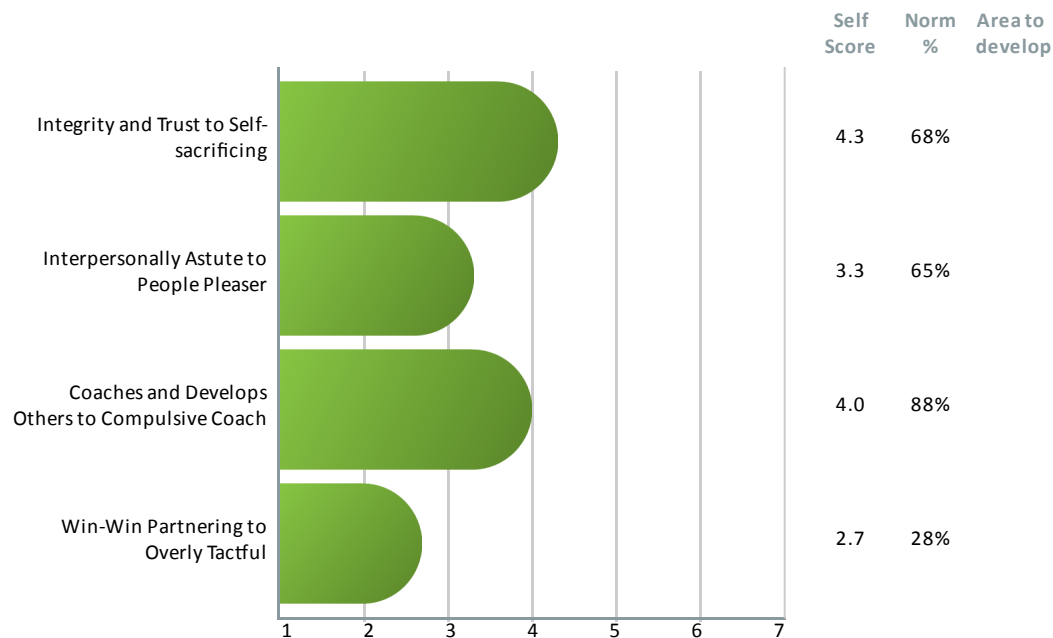
Leading through People

Your Effective and Overextended use of the four qualities:

Effective



Overextended

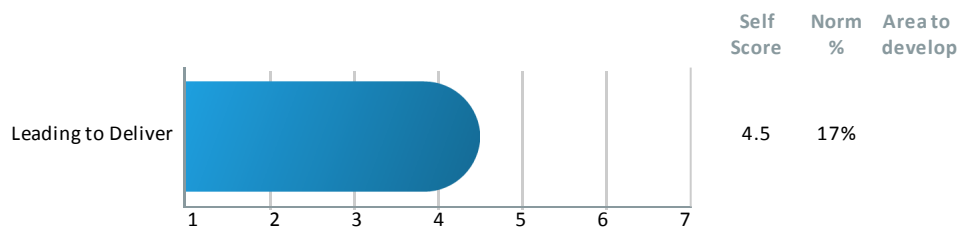


Leading to Deliver

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:

- You always keep a clear, rational understanding of your priorities that helps you form effective plans and stick to them
- You are a leader who sets the highest standards possible for others to aspire to in the planning process, giving your team a competitive edge
- You know exactly what targets you need to set yourself in order for you to succeed

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

- As a leader you make an effort to be sociable, and this keeps you up to date with your work environment. By encouraging others to share their thoughts you are able to build effective plans that encompass all the internal factors and issues so that people feel comfortable and clear with their delegated responsibilities.
- In your pursuit of becoming a reliable leader you have learned to maintain a consistent level of delivery when it comes to your commitments. Others recognize that and work hard to emulate your dependable work ethic. As a leader you keep your commitments to the team and you expect the team to keep theirs in return.

Leading to Deliver

Your suggested areas of development

Be ready to confront reality and make difficult decisions when faced with stressful situations. As leader, it is your role to address the issues facing your team head on. Be tough with yourself and avoid becoming distracted and derailed from your objective. By being upfront early on about issues that may affect the project timeline you stand a good chance of preventing stress before it can start.

Try to approach tricky situations with logic and rationale, backing up your decisions with relevant data. Your objectivity means that you can identify the options that would maximize productivity and ensure delivery is held as the highest priority. In turn, those around you will also be confident that the decisions you make are based on evidence and reasoning, and will be the surest path to the desired outcome.

Here are some more ways you can develop to lead others

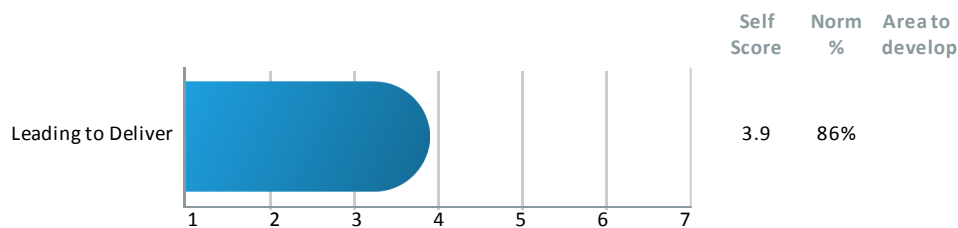
- Stay true to your convictions in the face of even the most intense pressure
- If your team are under pressure use your objective reasoning to lay out clear options for what to do next
- Keep your team focused on the end goal even when current circumstances look grim
- Don't be afraid to show your commitment and discipline by the way you rigorously gather data and analyze it to ensure the team's success
- Try to interact more actively with those around you, giving you a greater insight into their personal concerns and priorities
- 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.
- Consideration for others is one of many reasons for choosing your words carefully. Don't let your words get you into trouble; take enough time to consider them carefully before you speak.
- Coming up with ideas and planning what to do is very important. But it might be more important to actually deliver. Focus on what is realistic and then get on with it.

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:



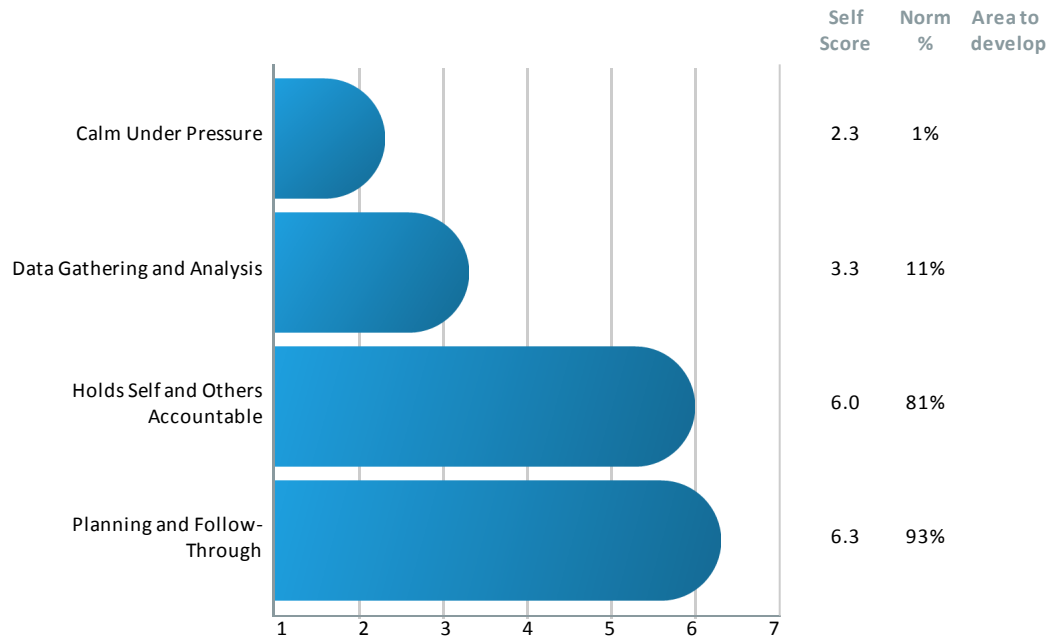
Final comments and recommendations on your Leading to Deliver

- Being assertive can inspire and motivate your team
- Take care not to quash other people's perspectives with your own
- Show patience to those that cannot keep up with the plan, it could be that they've been given particularly difficult responsibilities
- Embrace situations that may force you to deviate from plans and schedules as you cannot account for all possibilities
- Use data to understand other points of view, not just as a means to back up your logic
- Gathering data to stay ahead of the game is important but also work on improving the integrity of your organization
- 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.
- while sticking to a methodical step by step approach usually works if things go according to plan, it would be best to keep the following military saying in mind; 'no plan survives contact with the enemy'. Sometimes you are unable to adapt your plans and your approach if circumstances change.

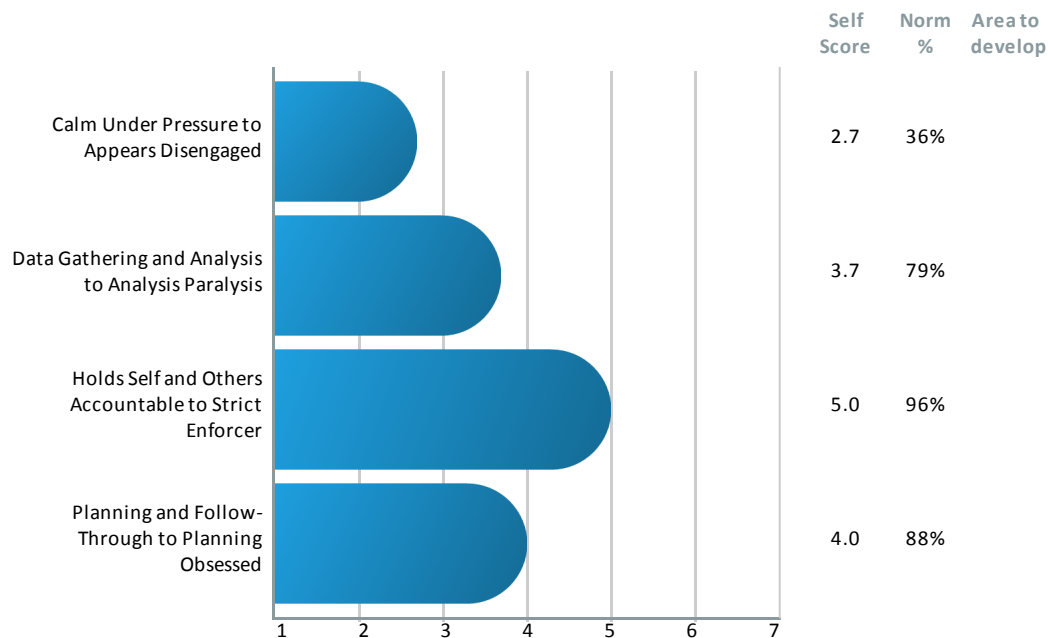
Leading to Deliver

Your Effective and Overextended use of the four qualities:

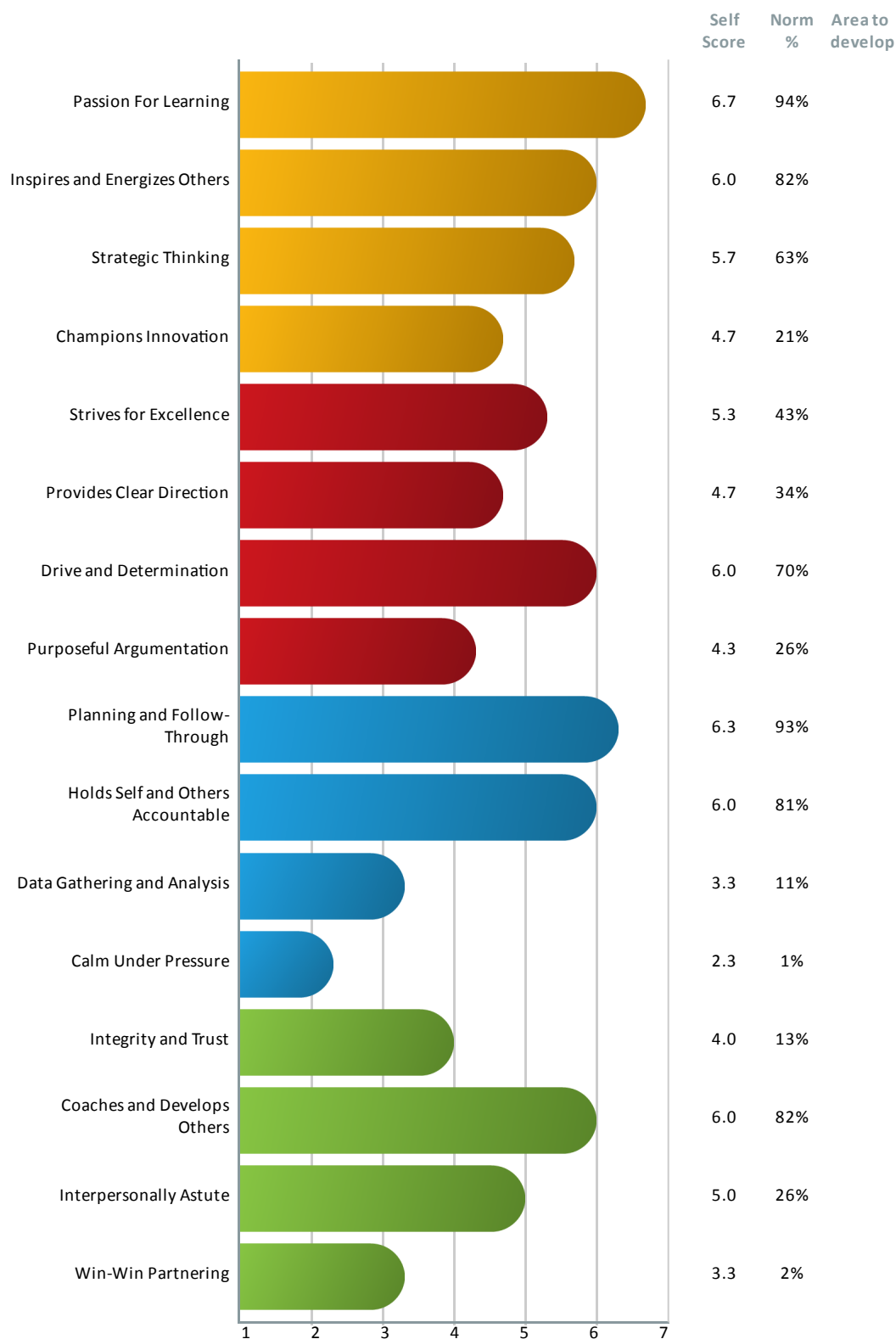
Effective



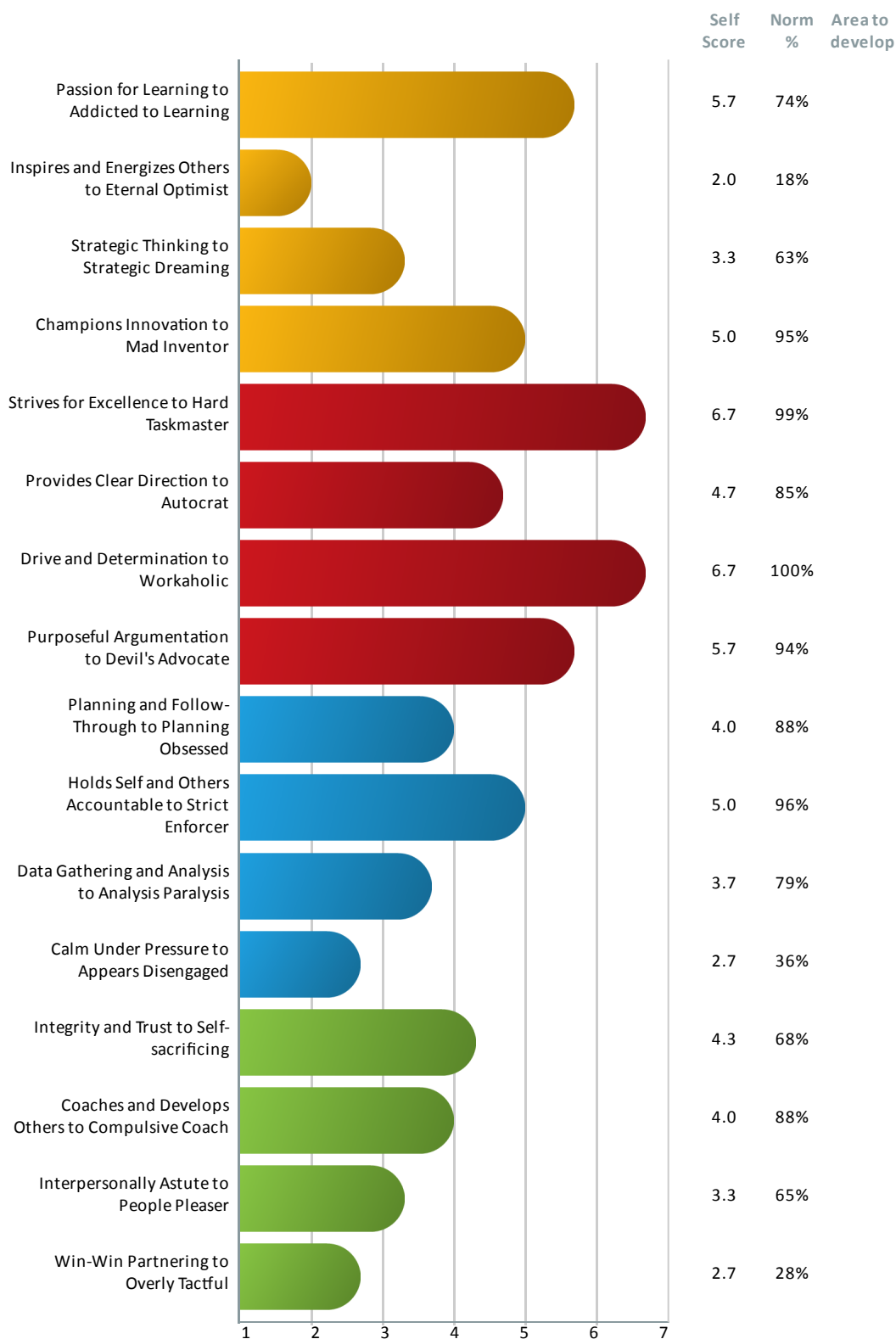
Overextended



Effective Use of Leadership Qualities



Overextended Use of Leadership Qualities



Introducing the 16 Leadership Qualities

Leading with Vision

Passion for Learning

To quote J.F. Kennedy, “Leadership and learning are indispensable to each other.” To be an effective leader, you must be a lifelong learner. Taking on board valuable lessons by analysing where you have succeeded and failed in the past is an important process that helps you deal with unexpected obstacles in the future. Leaders who can adopt this approach constantly develop and bring their open-mindedness and enthusiasm to new experiences.

Strategic Thinking

It is a key responsibility of the leader to always keep one eye on the future. Getting a fresh perspective and forming a vision of the future means that you can prepare for any potential opportunities as well as making sure your team works towards a long-term, substantial goal. It is down to the strength and scope of your strategy to ensure your team can make the most of any given situation without straying off course. Because you steer the ship, it is as important to keep your hands firmly on the wheel as it is to keep your eyes on the horizon.

Inspires and Energizes Others

It is important that a leader ensures that their team remains engaged and personally invested in their tasks until they are completed. Difficult circumstances and sustained pressure on your team may critically affect their performance. Inspiring leaders boost the confidence of others by showing they believe in them and their abilities. They also inspire them with infectious energy and generous praise and recognition. The success of your team depends on how effectively you create a climate in which people want to give their best.

Champions Innovation

In today’s highly competitive global business climate, innovation plays a key role in the longevity and success of a business. As new entrants flood into your market providing similar solutions and services, it is essential that you constantly evolve your offering to distinguish yourself from your competitors. Therefore, effective leaders have profound insight into the current market trends and demands as well as promoting a culture where creativity is highly valued, encouraging multiple solutions to any given problem. As demonstrated by the famous quote from Jack Welch, “If it ain’t broke, break it”, leaders must venture out to generate ideas and seek to implement them and not sit complacent in a constantly shifting world.

Introducing the 16 Leadership Qualities

Leading to Deliver

Calm under Pressure

Times of crisis are unavoidable in a business world fraught with uncertainties, especially when risk-taking is a part of success regardless of your preparations. It is your role as a leader to steady the ship amidst the storm; panic in such times only adds fuel to the fire especially when others will turn to you to restore calm. Keeping your vision and perspective intact during the most difficult times is an integral part of strong leadership.

Data Gathering and Analysis

As a leader you must take time to consider each situation thoroughly, taking into account all the relevant details around you before you take the next step. Data gathering is a crucial part of the decision-making process; through the careful analysis of the data you can anticipate any risks involved in each of your options. Others understand that your judgement is well informed and thoroughly considered, supporting your decision with complete confidence.

Holds Self and Others Accountable

For an organization to meet its expectations, every person involved must honor their commitment to the cause and play their part. Thus an effective leader promotes a culture of accountability throughout the organization, setting the example by being fully answerable for all their actions and accepting any repercussions. Holding others accountable for their performance and delivery is an effective way of enhancing focus and productivity. This will give you the confidence to delegate responsibilities without any hesitation, knowing that each person will take the initiative to ensure their tasks are completed.

Planning and Follow-Through

A detailed plan goes a long way in saving your organisation time, energy and money, by mapping out the potential dangers and pitfalls of your journey before you set off. However, any great plan could result in being a waste of your resources if you do not follow it through. A leader must be able to back up ideas with substance and remain focused on delivery. A meticulous planner who also follows through with their ideas down to the very last detail inspires confidence and trust in others.

Introducing the 16 Leadership Qualities

Leading through People

Integrity and Trust

A leader who keeps to their principles and displays a consistency of thought and action brings stability and creates an environment in which others feel safe and empowered to perform at their best. The integrity of the leader reassures others that only the best intentions are behind their decision-making. This creates an environment with foundations built on trust and understanding. These foundations nurture creativity and productivity as each person feels supported and in turn is willing to support others.

Interpersonally Astute

Leaders who are interpersonally astute listen attentively to others and demonstrate empathy for their viewpoints. To do this requires patience and an ability to read other people and quickly build rapport with them. This is the foundation for forming constructive relationships with people at all levels of an organization.

Coaches and Develops Others

A key role of the leader is to act as a coach who encourages others to grow and develop. These leaders ensure others get the training and experience they need to be successful as well as maintaining a proactive, ongoing involvement in their individual progress. This promotes a vibrant culture with individuals who support each other to recognise and overcome their blind spots. An effective leader understands that personal growth is an important part of collective success.

Win-Win Partnering

Leaders that partner know how to collaborate effectively and they avoid competing with others. They enjoy working with people who have very different strengths and weaknesses to them. At their core, they encourage all individuals to work together for a common purpose and avoid ego battles. In so doing, they build high-performing teams that think in terms of win-win scenarios.

Introducing the 16 Leadership Qualities

Leading with Drive

Drive and Determination

Many people have the necessary qualities to make them an effective leader – the vision, the interpersonal skills and the intelligence. However, leadership is ultimately measured by what you and those you lead achieve. An important quality of an effective leader is the drive and determination to reach a desired outcome through thick and thin, and in turn instil belief in your organisation. By maintaining high focus and energy throughout your organisation you can avoid unnecessary bottlenecks and quickly overcome obstacles. No dream is worth pursuing if you don't have the courage and steel to persevere to the very end to achieve it. So long as there is a will there is always a way.

Purposeful Argumentation

A leader must be headstrong yet purposeful in their discussions and meetings. They must ensure that their dialogue and negotiations are able to produce effective conclusions which cater to the interests of all parties involved. 'Argumentation' denotes this subtle yet forceful ability to make others see your view through clear reasoning and rationale without descending into stubborn, dead-end conflict. It is the responsibility of the leader to be assertive and resolute in their stance and formulate a convincing argument that supports their views.

Provides Clear Direction

In a fast-paced work environment it is easy to omit details and give incomplete instructions, relying on the initiative of others. However, it is extremely important to communicate all the necessary information as well as your expectations when you delegate responsibilities, if your team is to deliver the results you desire from the work you have given them. The smallest details that may seem trivial to you may make a huge difference to those that struggle with a new task. Clear communication brings assurance to the team and belief in your leadership.

Strives for Excellence

In the business world you are facing an uphill battle against countless competitors vying for the same market. As a result 'that little extra' makes all the difference. It is important as the leader that you push your talents, skills and abilities forward to constantly raise the bar, expecting the same from those around you. You need to challenge the status quo and push for change – perfection is impossible, but that shouldn't keep anyone from striving to achieve it.

Your Comments

Passion For Learning

I am a passionate learner and quickly immerse myself in new ideas

You scored **Strongly Agree** and commented

Since COVID-19 pretty much shut down the state of California, I've been spending less time on social media and more time reading, writing and doing research. I'm a different person today than I was a year ago.

When receiving feedback I am willing to examine my potential blind spots

You scored **Agree** and commented

I like receiving feedback when it is honest and is something I can change. I don't always agree with it, but that is something I need to internalize more going forward.

It is important to me to learn something new at work every day

You scored **Strongly Agree** and commented

100% it is. I love learning. I actually have a quote in my personal email signature that says, "I am always learning."

Passion For Learning

I seize upon every opportunity to learn new skills

You scored **Agree** and commented

Not every opportunity, but I am overwhelmed with the number of places to learn. I have a white board in my office where I take notes and set goals for that I'd like to accomplish. Sometimes duty calls and I am unable to take the time to learn new skills. But I sure want to!

I become uninterested if a project does not offer me any room for personal growth

You scored **In-between** and commented

Some things just need to be done. In my current position I'd rather make a phone call or conduct a tour over sitting down to produce reports.

I prefer to interact with people I find intellectually stimulating

You scored **Strongly Agree** and commented

I try to surround myself with people smarter than me.

Inspires and Energizes Others

Your Comments

You scored **Agree** and commented

I have a vision for myself, but not sure others see it. Not that I am keeping it private, but most around me don't share the same passion I do for where I am trying to be.

I gain others' commitment by inspiring them

You scored **Slightly Agree** and commented

Hopefully my drive and passion is inspiring others.

I infuse the organisation with my passion and high energy levels

You scored **Strongly Agree** and commented

Just by showing up I do!

Inspires and Energizes Others

I can put off others with my constant positivity

You scored **Slightly Disagree** and commented

I am between 3 and 4 here. I am realistic. For example, our tennis courts need repair. You can play tennis, sure, but it isn't the experience we are trying to create for our members or what our members pay for. Sure, I can "sell" you on the courts and how active our tennis program is. But it is what it is.

I grow frustrated with people who adopt an overly realistic stance

You scored **Strongly Disagree** and commented

Not at all. Let's all try to make things black & white.

Strategic Thinking

I understand how market forces and industry trends will impact the organisation and its competitors

You scored **In-between** and commented

I understand, but I don't let it change the way I do business. We work in the private club space and membership is a luxury. If the stock market tanks, it doesn't impact our business as much as others.

In my daily work, I ensure I stay focused on my strategic goals

You scored **Agree** and commented

My goals are pretty clear. I have a goal, a "stretch" goal and a "Wildly Important Goal" or a WIG. If I hit the WIG, the rest takes care of itself. For CMAA, my goal is to become a

Your Comments

You scored **Strongly Agree** and commented

I am thinking about this stuff all day every day. If I have 10 minutes to spare, I would rather read an article or connect with someone in our industry than post a photo on Instagram.

Strategic Thinking

I dismiss projects or opportunities that will not contribute to the long-term vision

You scored **In-between** and commented

I don't dismiss them if assigned to me, but I tend to be more focused on other things.

Sometimes I lose myself in the pursuit of long-term goals and can overlook everyday practicalities

You scored **Slightly Agree** and commented

I wear a lot of hats here. With my club, TGSC of CMAA, CMAA and a desire to volunteer my time. All part of the bigger picture. It keeps me busy, that's for sure!

I can be too theoretical and overcomplicate things

You scored **Strongly Disagree** and commented

Not at all. Most things are pretty black & white for me.

Champions Innovation

I encourage others to seize opportunities to innovate

You scored **In-between** and commented

I try, but very few people have the same drive I do. The whole "9 to 5" mentality is beyond me.

I generate ideas to capitalise on the trends I see in the market

You scored **In-between** and commented

I don't want to have knee jerk reactions to things. For example, pickleball is big right now. The data shows that. Over 1 to 3 years, if the data points to us adding pickleball and our members are asking for it, let's discuss it. The tortoise wins the race.

I foster creativity and encourage others to think outside of the box

Your Comments

You scored **Agree** and commented

I like to live outside the box. Last week we had an idea to turn the waiting area in our Athletic Center into a library. A place with books and games for our members and potential members to enjoy. Sure, it would cost money. But the end result would be worth it. I've always been forced to provide an ROI for my ideas, and the older I get, the harder that becomes to do.

Champions Innovation

Sometimes I frustrate others by supporting ideas that are not aligned with current priorities

You scored **Agree** and commented

Especially when my ideas don't provide an ROI. For example, Medinah CC purchased a food truck recently. Did the board ask for an ROI when that truck was purchased? No, because there was a need and it enhanced the lives of the members that, in theory, are paying for the truck and the food it serves. The ROI is off the charts from a simple idea that was backed by strategic planning.

I can become obsessed with being different and distinct from others

You scored **Strongly Agree** and commented

I do this all the time.

Strives for Excellence

I may raise the bar too high and risk demoralising others

You scored **Strongly Agree** and commented

The bar is high. Maybe too high.

Provides Clear Direction

I enjoy telling others what to do

You scored **Agree** and commented

This is something that I've been working on. If you want something done right, do it yourself. But I hire people to do those things and need to trust them. I am willing to spend my time coaching those folks to do those tasks correctly.

Drive and Determination

I pursue my goals with energy and tenacity

Your Comments

You scored **Agree** and commented

But when they do give up it frustrates me.

Planning and Follow-Through

I am known as a completer-finisher who always follows through

You scored **Strongly Agree** and commented

I'm not done until the project is done.

Planning and Follow-Through

Sometimes I create plans that are too detailed and demanding of others

You scored **Strongly Agree** and commented

I have high expectations. Not for me. For our members.

Holds Self and Others Accountable

I am good at delegating key decisions and responsibilities

You scored **Slightly Agree** and commented

This is something I am actively working on.

I am willing to accept responsibility for mistakes without getting defensive

You scored **Strongly Agree** and commented

Just don't make the same mistake twice.

Data Gathering and Analysis

I quantify and track key performance indicators

You scored **Slightly Disagree** and commented

I do, but only because I have to. Again, I'd rather spend my time selling memberships and spending time with members than producing spreadsheets that explain what age our members are and their average spend on F&B.

Data Gathering and Analysis

When working on a problem, I sometimes get lost in data gathering and lose sight of the bigger picture

Your Comments

You scored **Slightly Disagree** and commented

I know my goals.

At times, I suffer from analysis paralysis

You scored **Disagree** and commented

It depends on what I am working on. This pandemic, and the number of things on my to do list, has taught me to delegate. A skill I am aware of and actively working on.

I can be insensitive to people's emotions because of my focus on objective facts

You scored **Agree** and commented

Leave your emotions at the door. We have a job to do.

Calm Under Pressure

I remain calm and focused in stressful situations

You scored **Disagree** and commented

The older I get the more calm I become. Having been through a Category 5 hurricane and multiple wildfires, whatever is going to happen is going to happen. An earthquake is probably next.

I am known for my emotional resilience when faced with tough situations

You scored **Slightly Disagree** and commented

I tend to react with passion. This might be looked at differently than how I feel.

Calm Under Pressure

I can be perceived as lacking commitment and enthusiasm due to my calm exterior

You scored **Slightly Disagree** and commented

Again, the word passion comes to mind. I am focused and know where we need to be and am willing to do whatever it takes to get there.

I may think less of people who respond emotionally in critical situations

You scored **Disagree** and commented

If done in a professional manner, no.

Coaches and Develops Others

Your Comments

You scored **Strongly Agree** and commented

I do, but they don't always want it nor do we have the funds to pay for it.

I coach others to improve their performance and develop their potential

You scored **Slightly Agree** and commented

Feel like I am doing this daily.

Coaches and Develops Others

I may put too much effort into coaching under-performers and not spend enough time developing high potentials

You scored **Agree** and commented

This is something that I never thought about before, but is so true. I need to spend more time coaching those at the top than those at the bottom.

Interpersonally Astute

I listen attentively to others and demonstrate empathy for their viewpoints

You scored **In-between** and commented

It depends on what the other person wants to talk about. I do need to do a better job getting off my computer and do a better job at listening to others.

Interpersonally Astute

Sometimes I avoid conflict and am so diplomatic that I don't reach a resolution

You scored **In-between** and commented

In this world sometimes you have to be.

Win-Win Partnering

I make sure that I work with others who have different strengths and weaknesses to me

You scored **In-between** and commented

Don't always have a choice. But I do like to surround myself with people smarter than me. They say you are the average of your 10 closest friends.

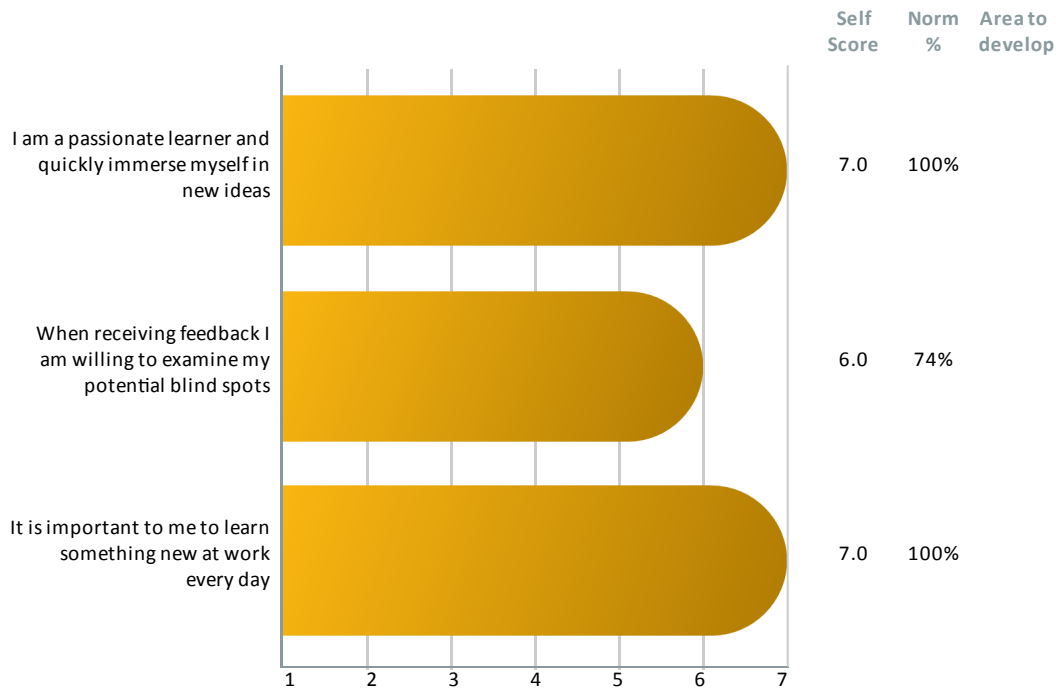
When I am collaborating and cooperating with co-workers, I avoid competing with them

Your Comments

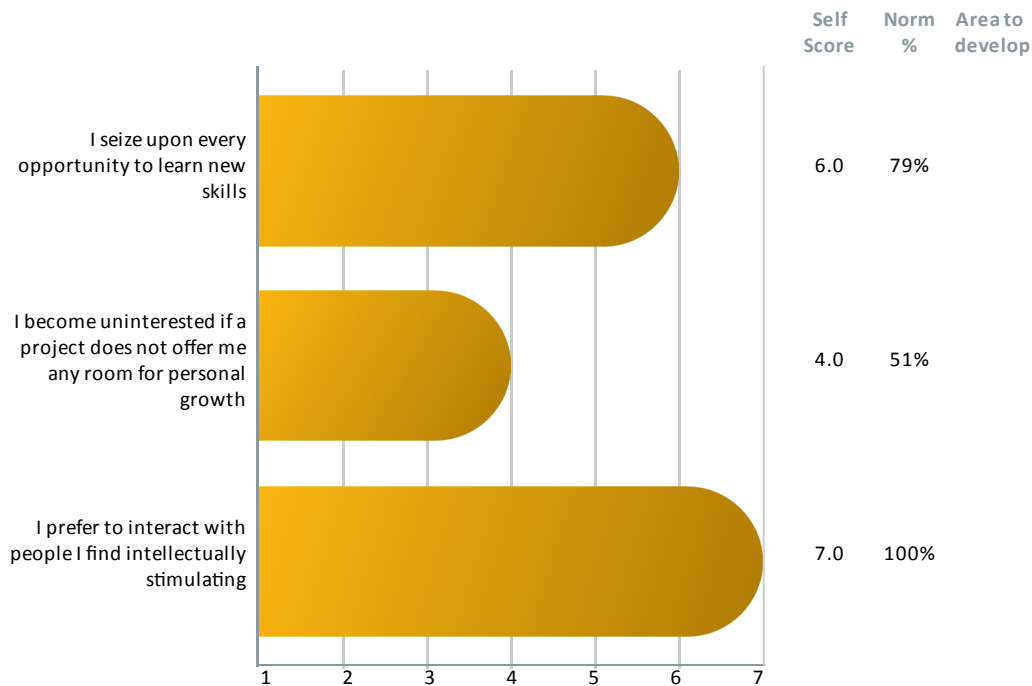
You scored **Strongly Disagree** and commented
Competition is my top CliftonStrength.

Passion For Learning

Effective

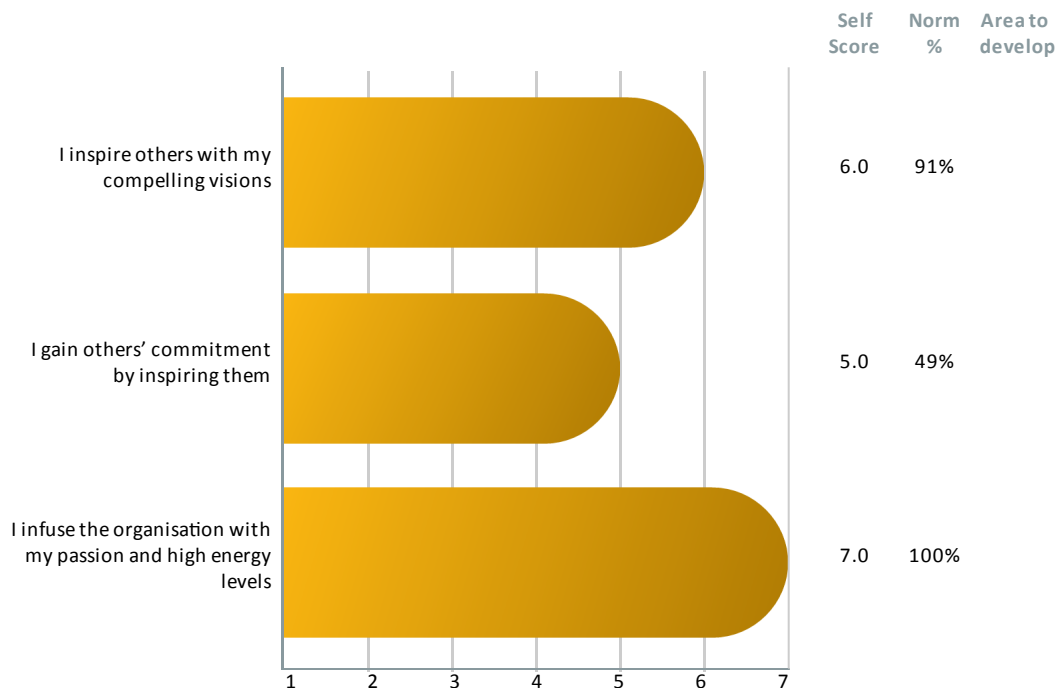


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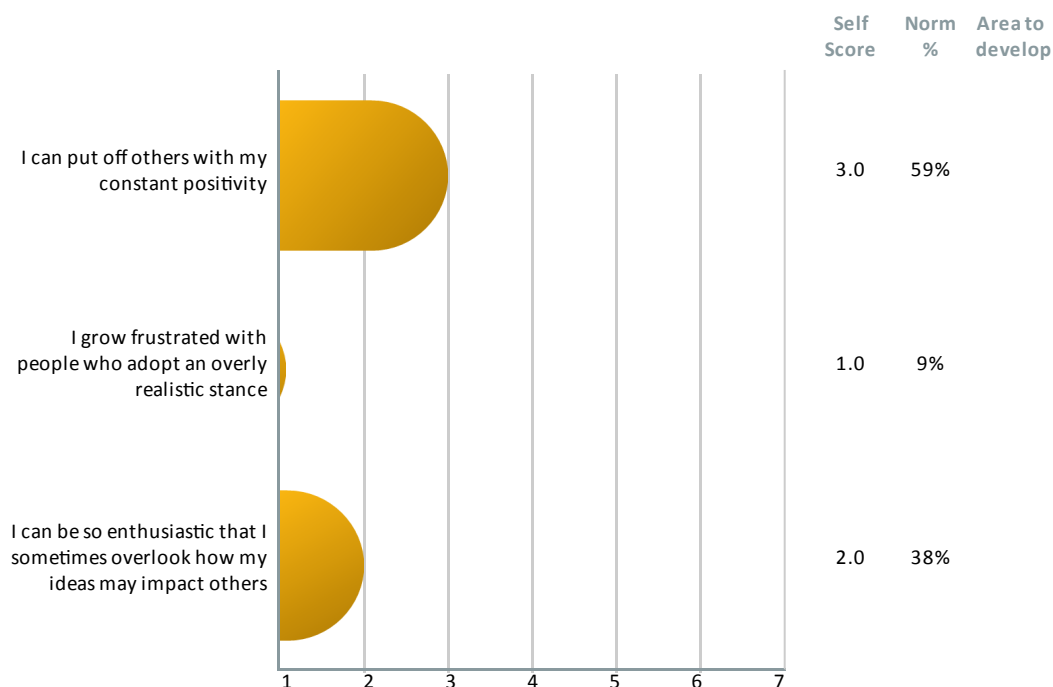


Inspires and Energizes Others

Effective

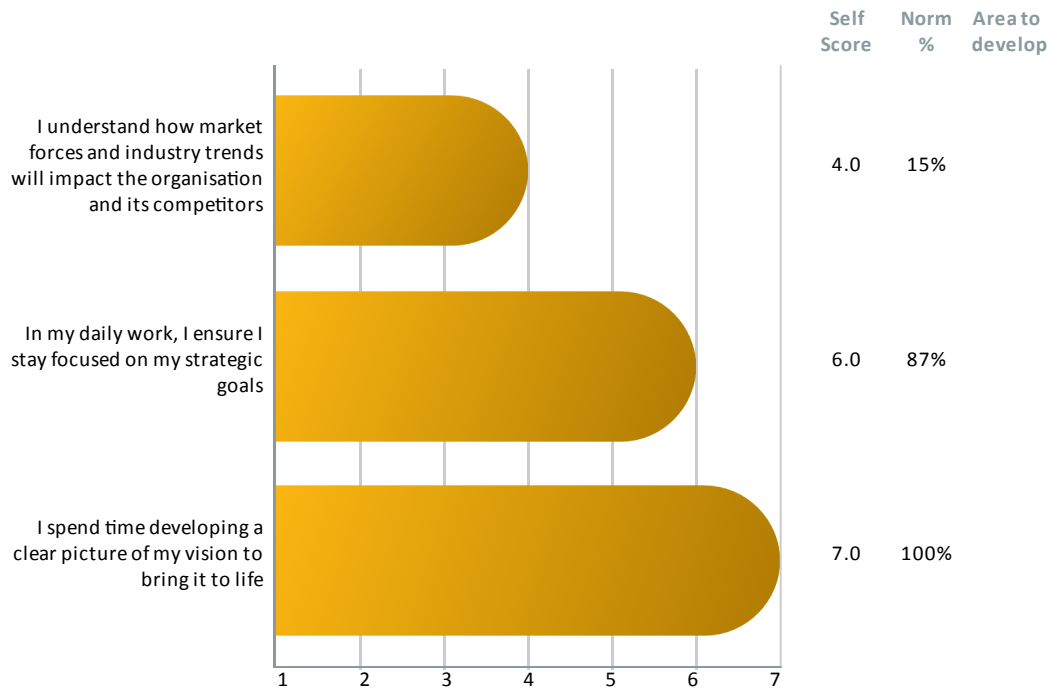


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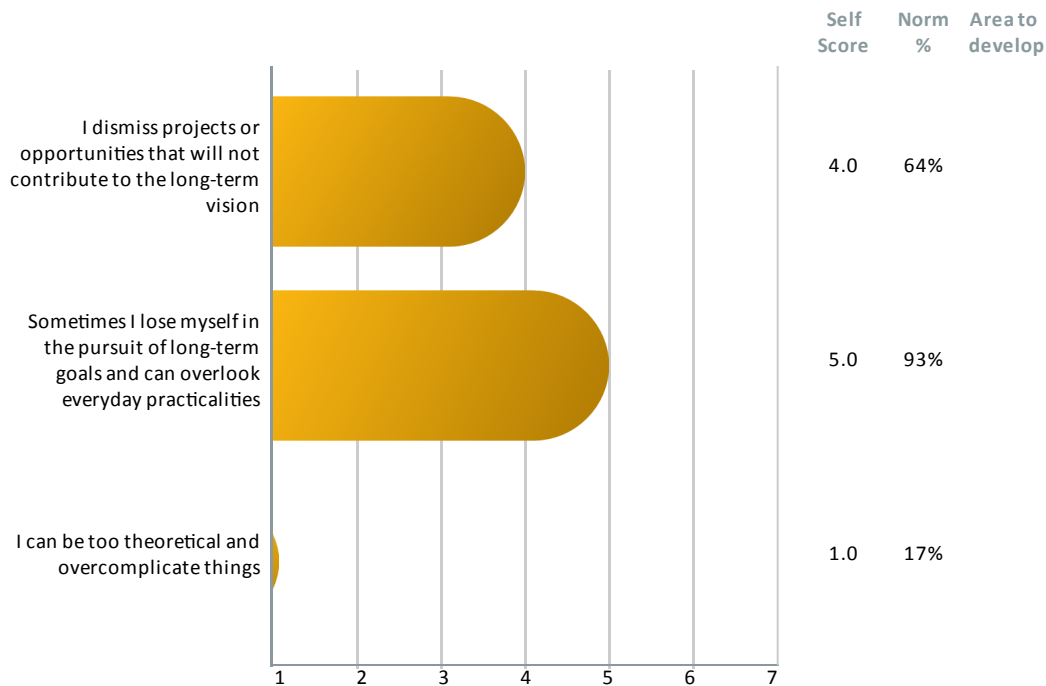


Strategic Thinking

Effective

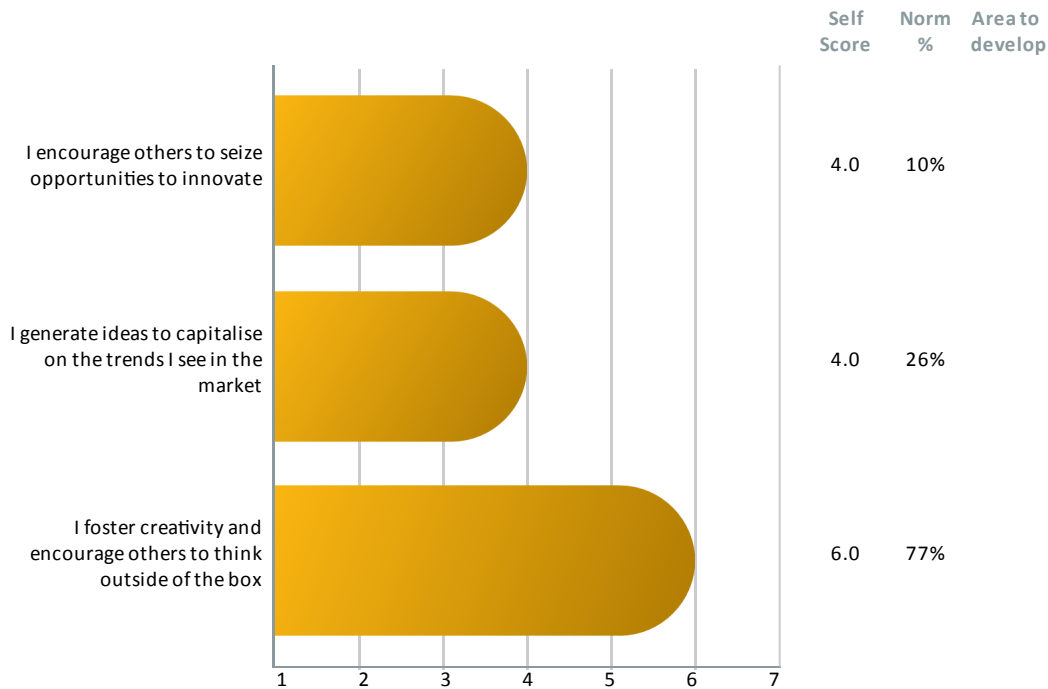


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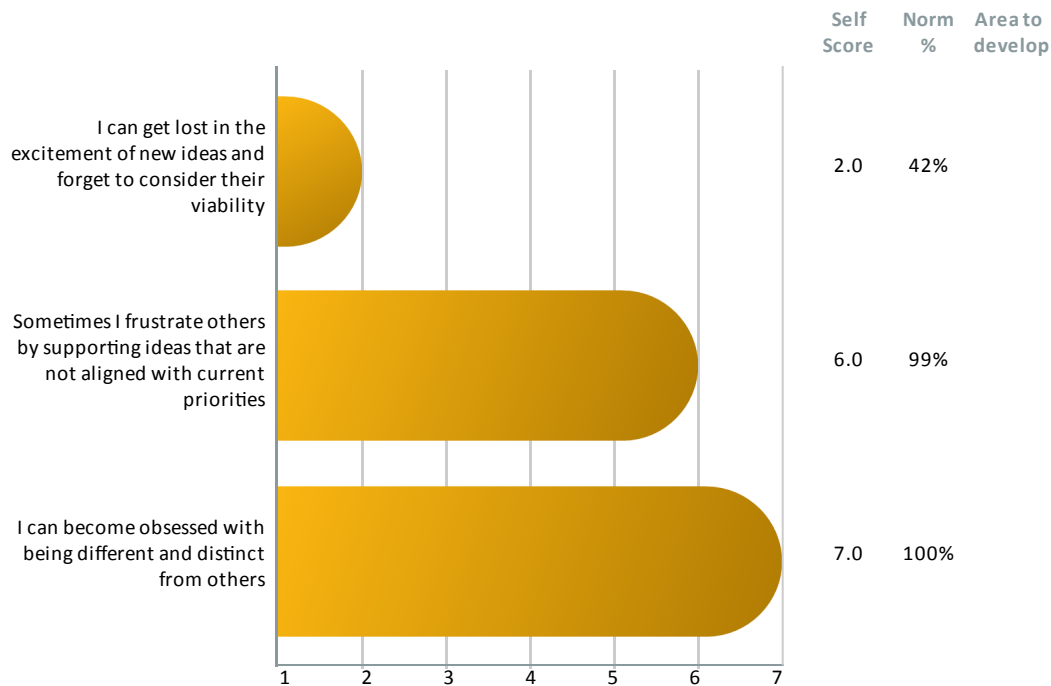


Champions Innovation

Effective

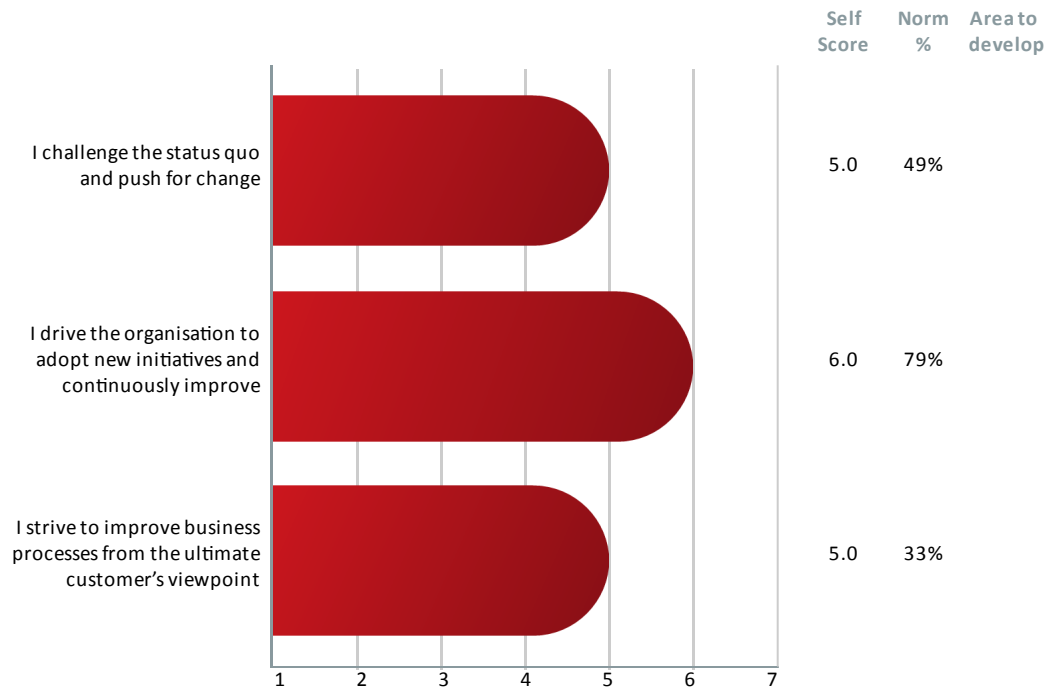


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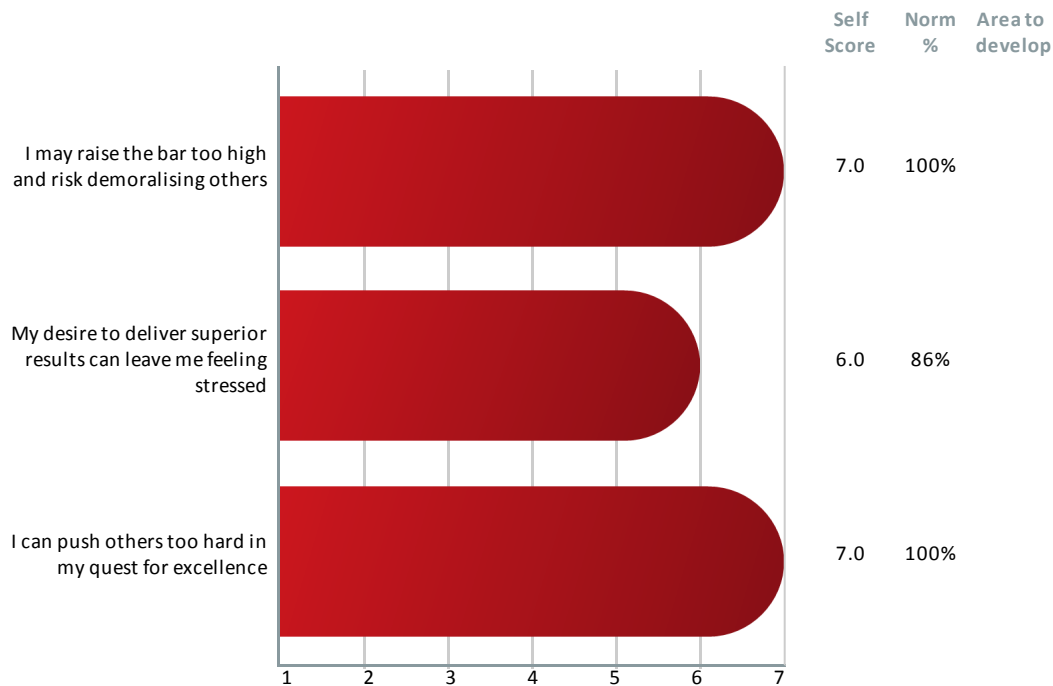


Strives for Excellence

Effective

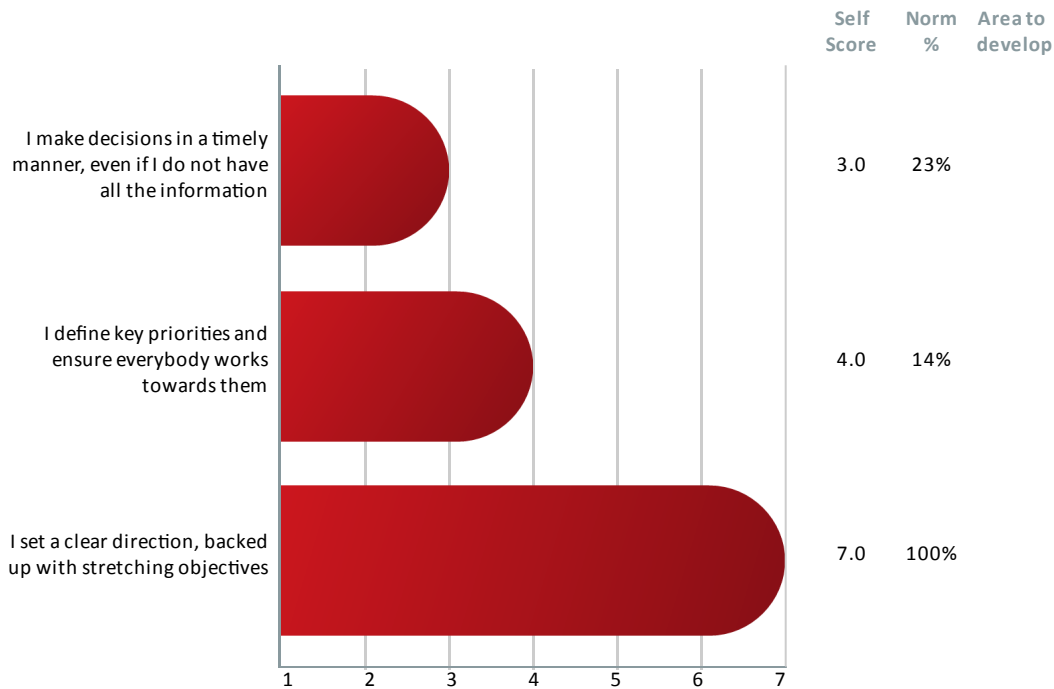


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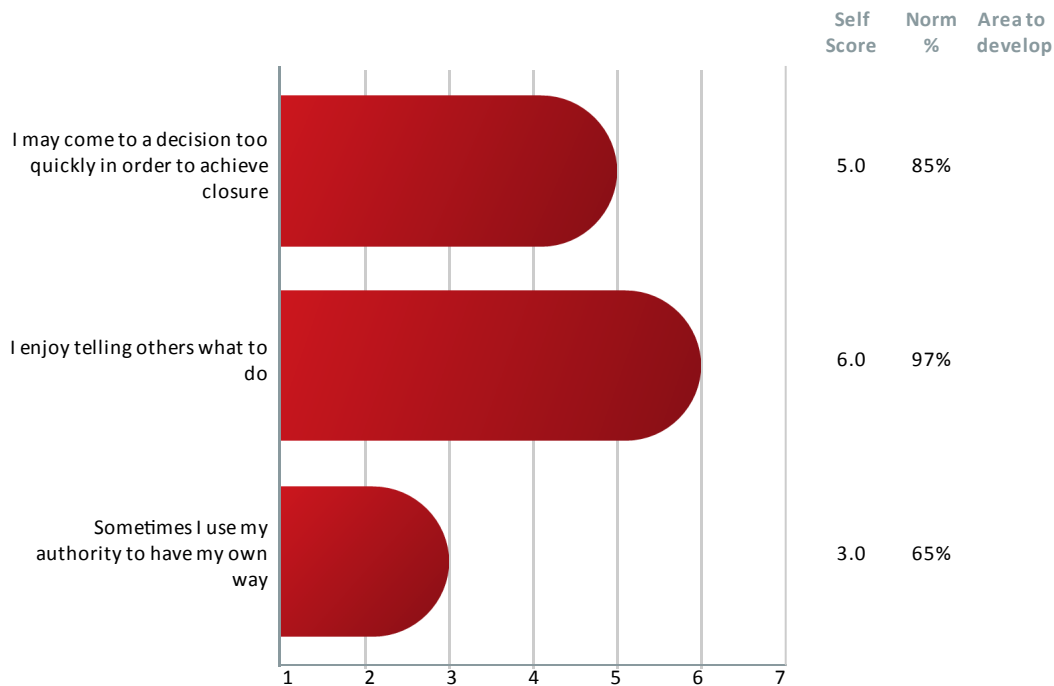


Provides Clear Direction

Effective

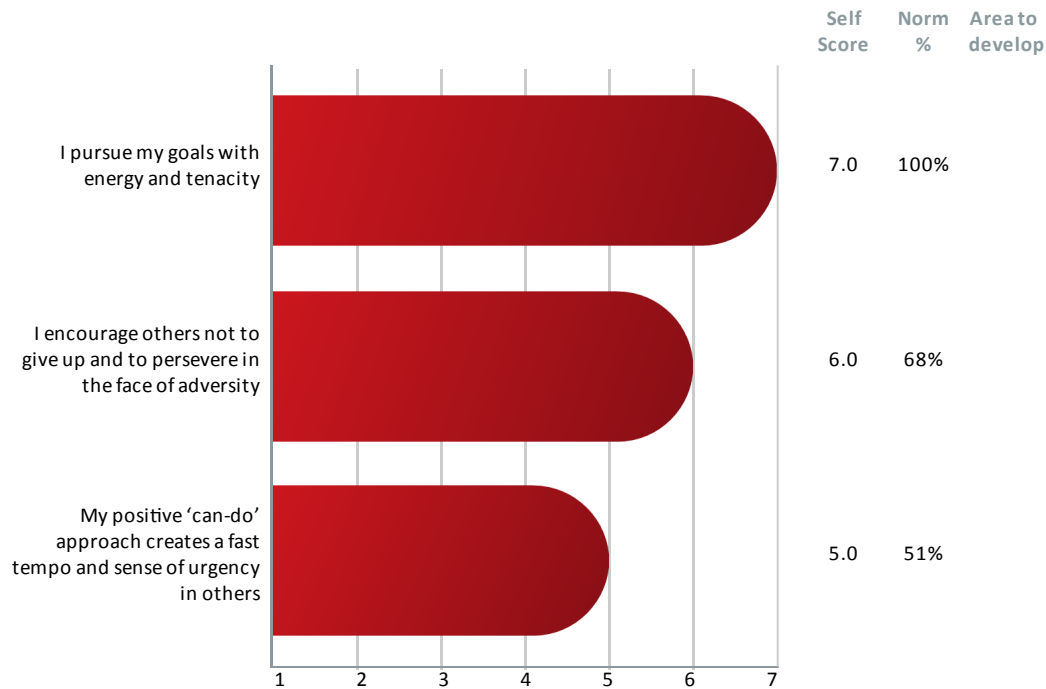


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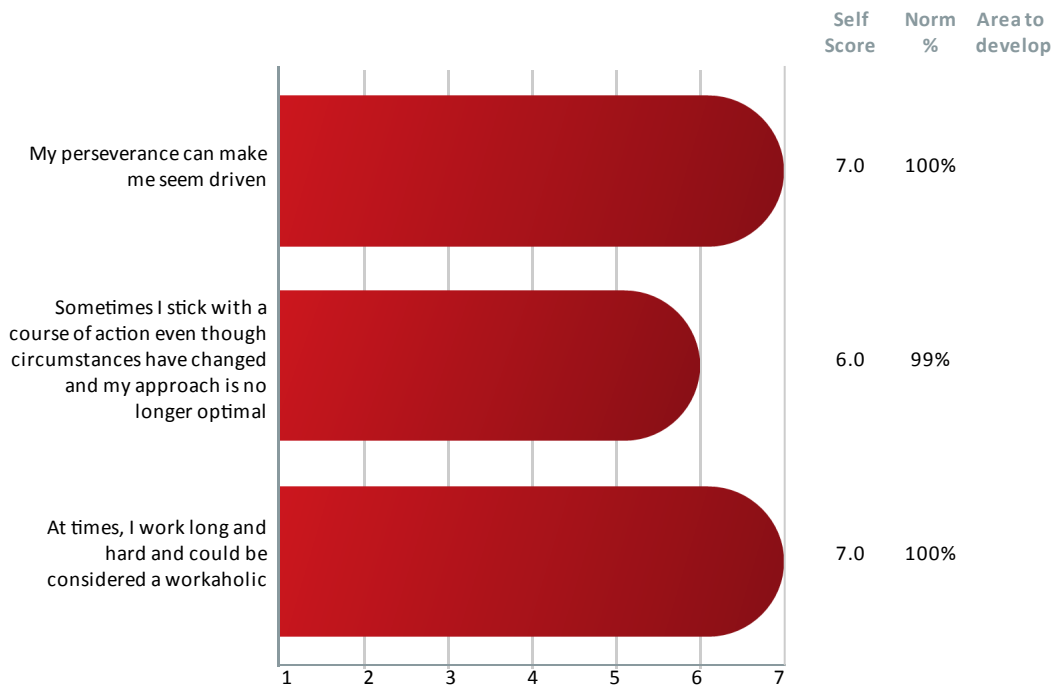


Drive and Determination

Effective

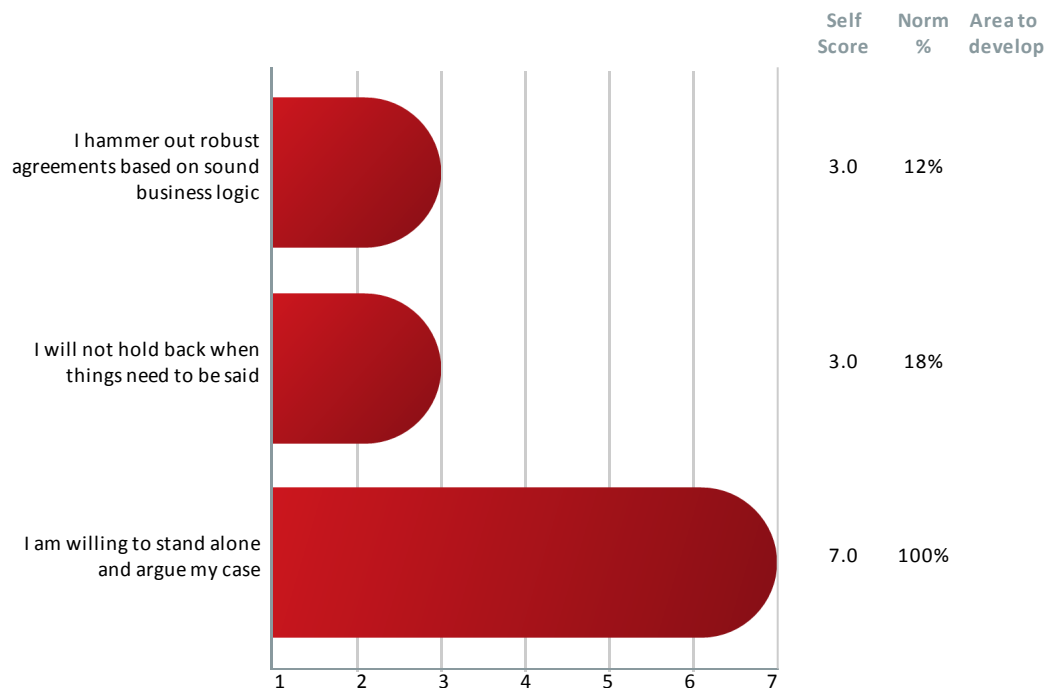


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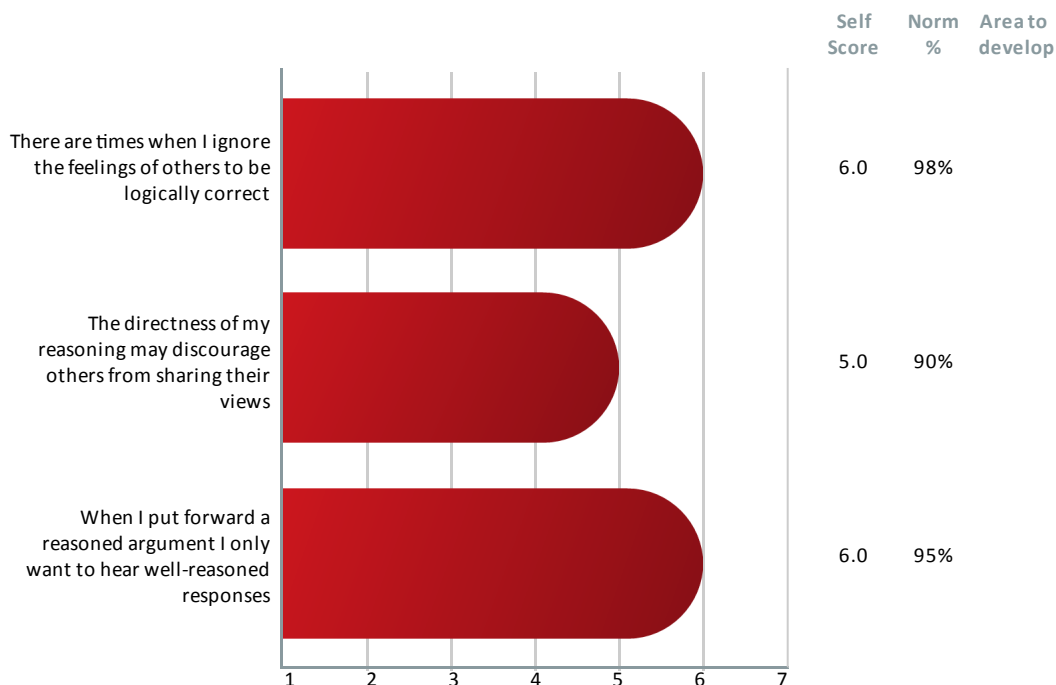


Purposeful Argumentation

Effective

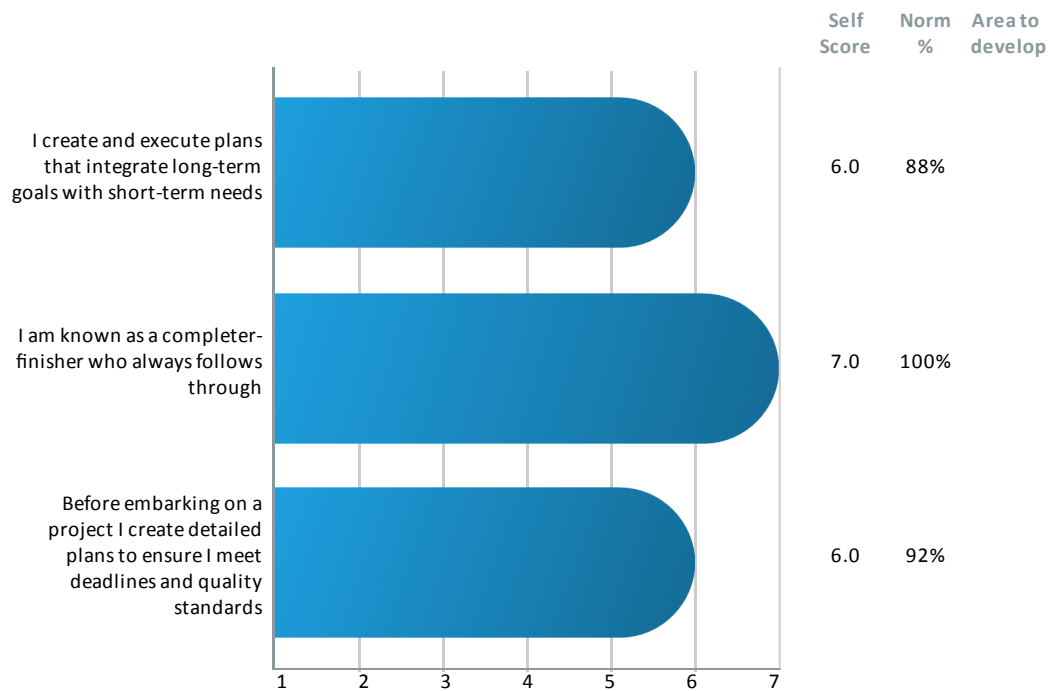


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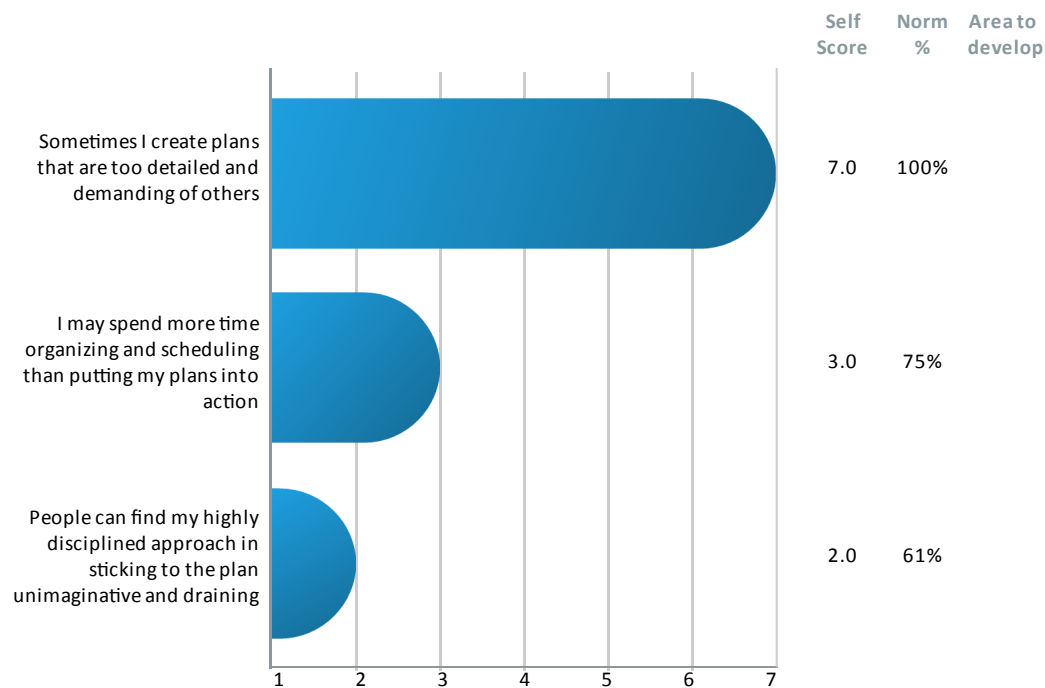


Planning and Follow-Through

Effective

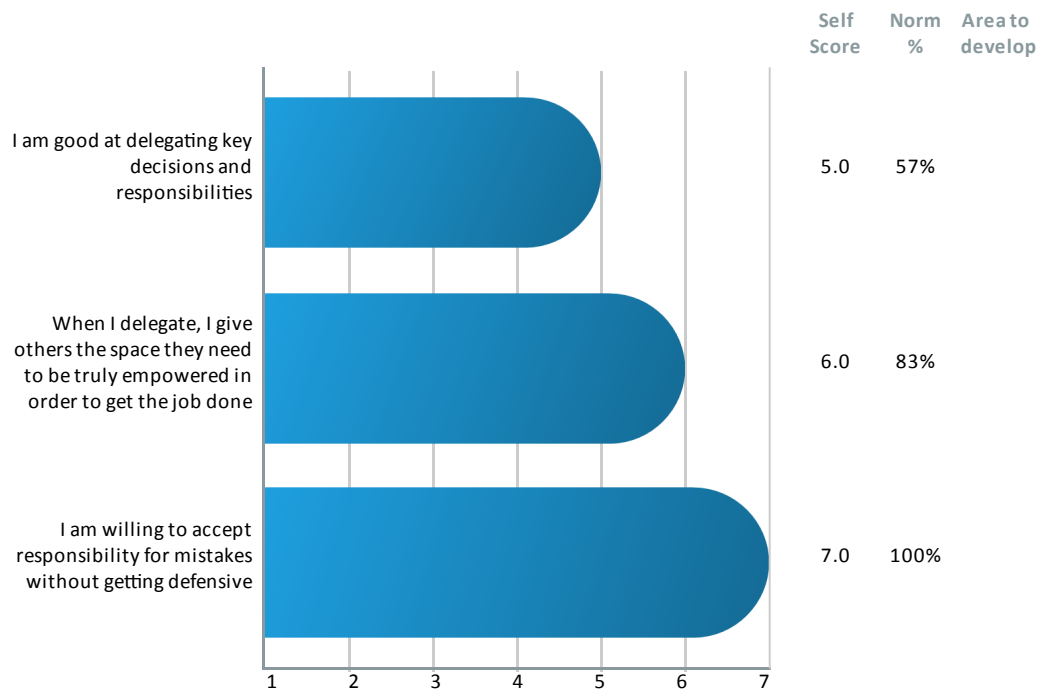


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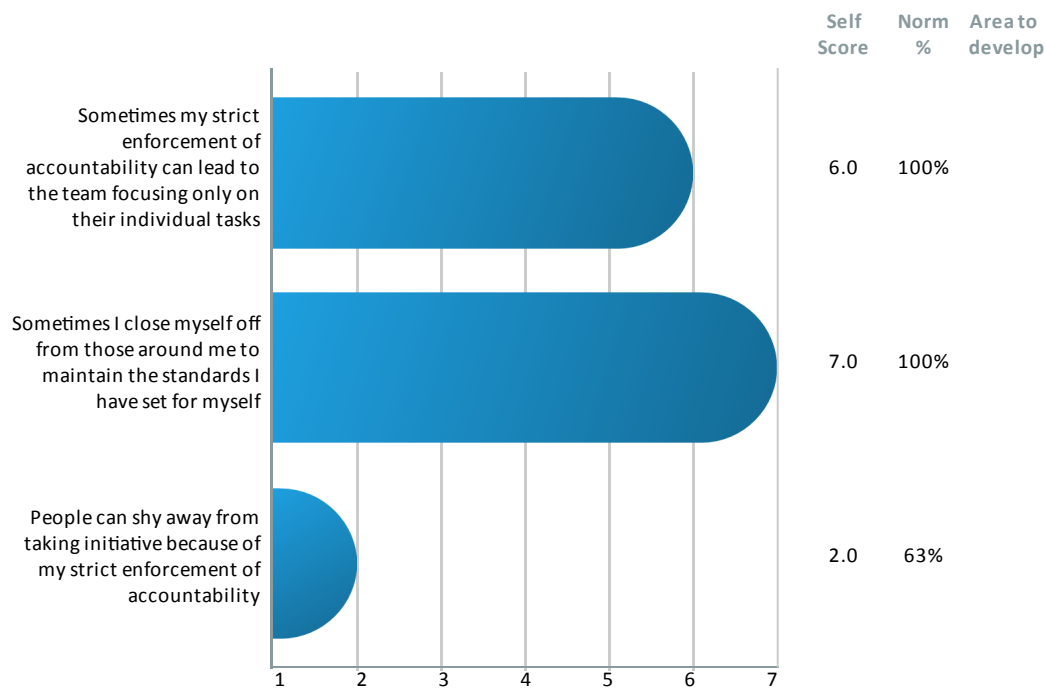


Holds Self and Others Accountable

Effective

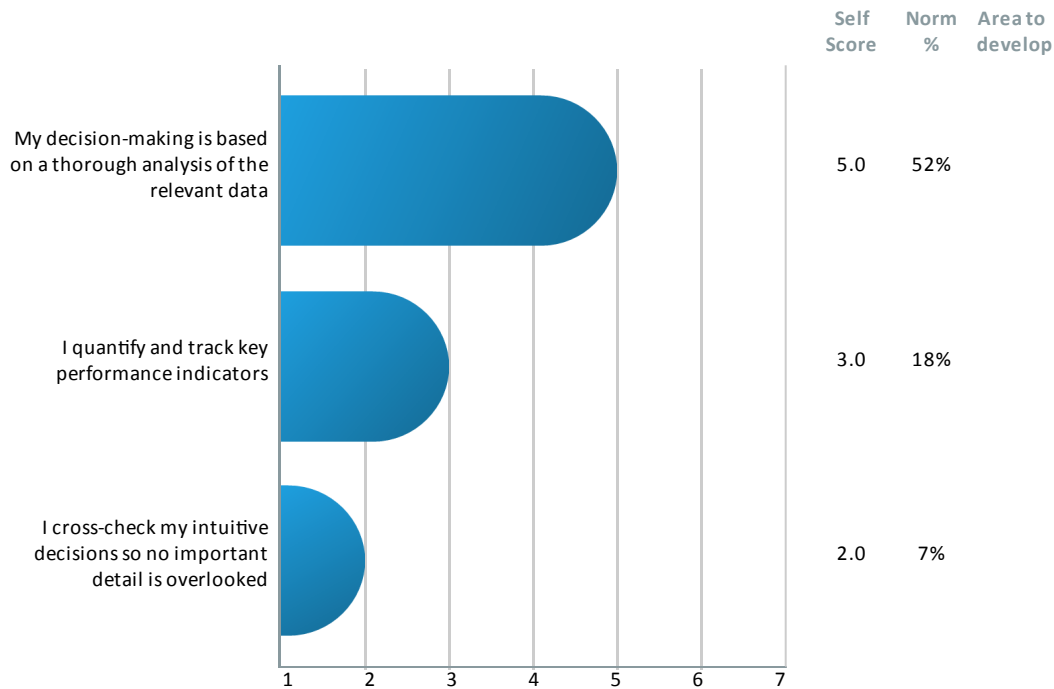


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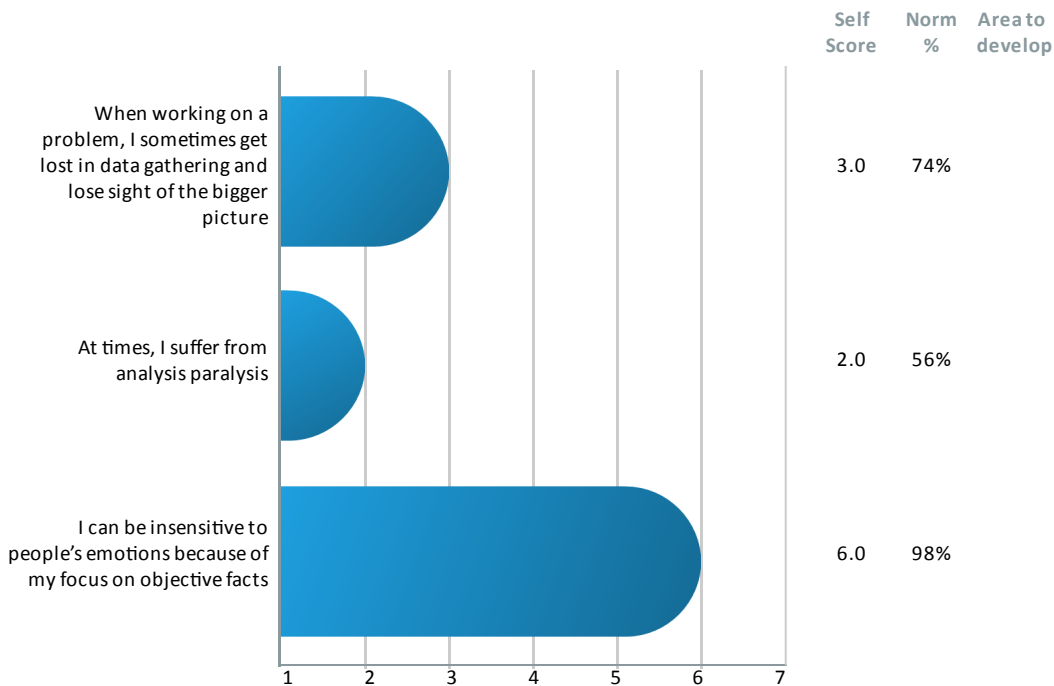


Data Gathering and Analysis

Effective

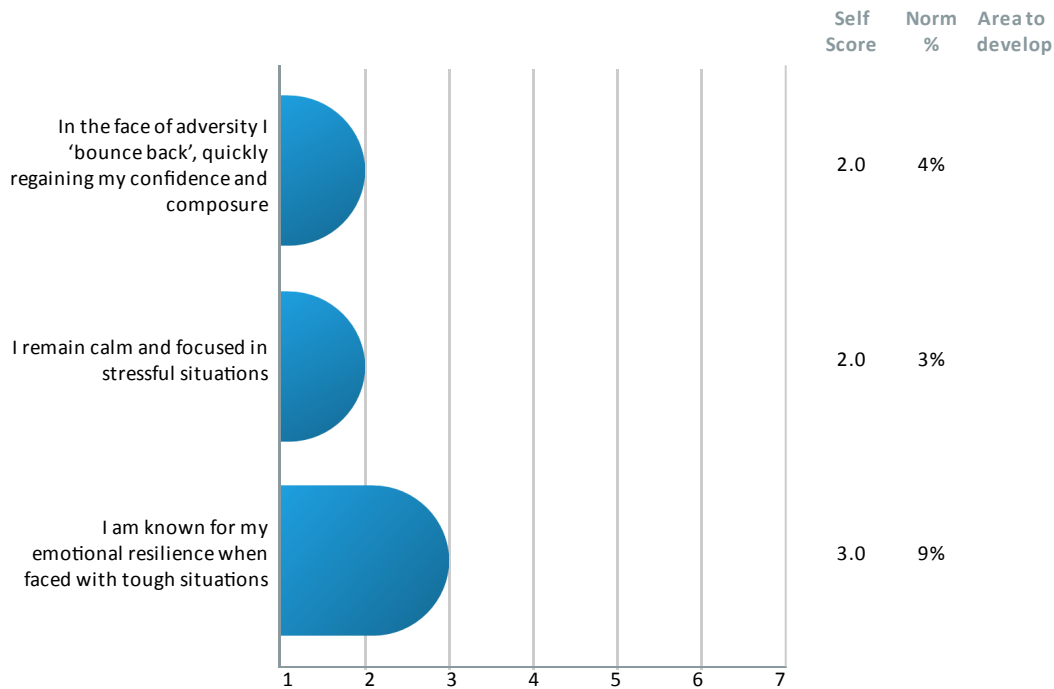


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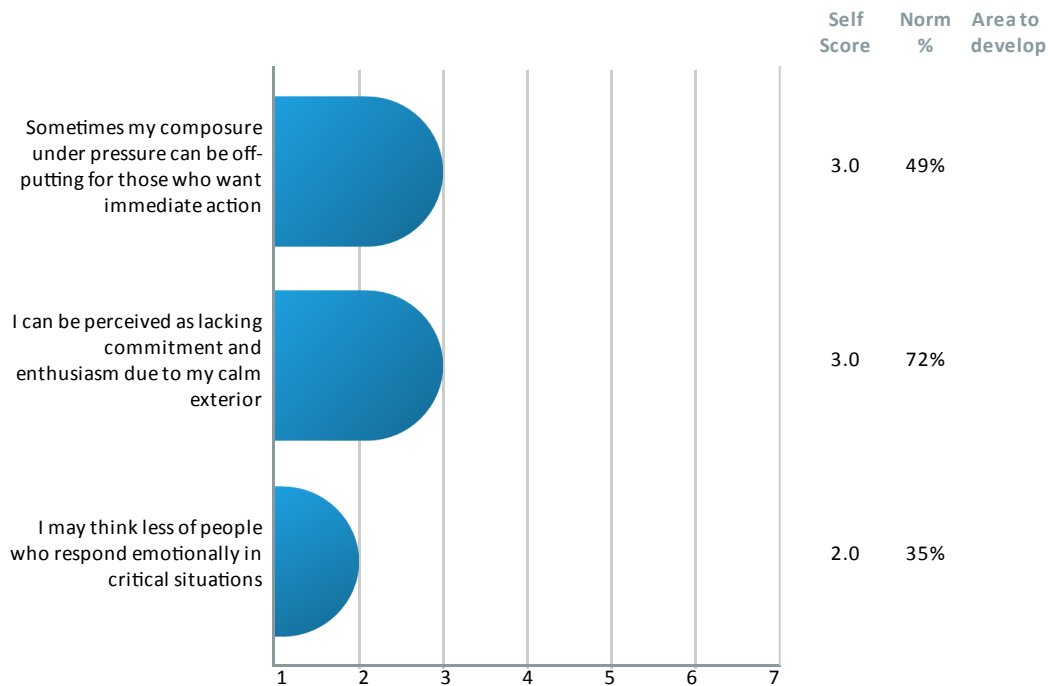


Calm Under Pressure

Effective

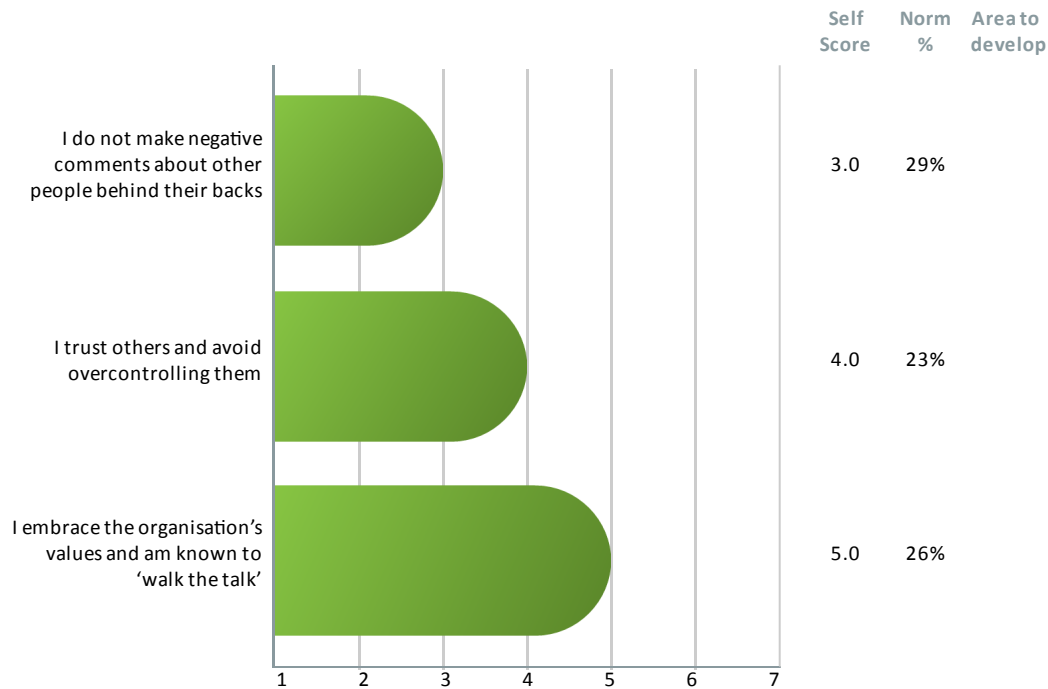


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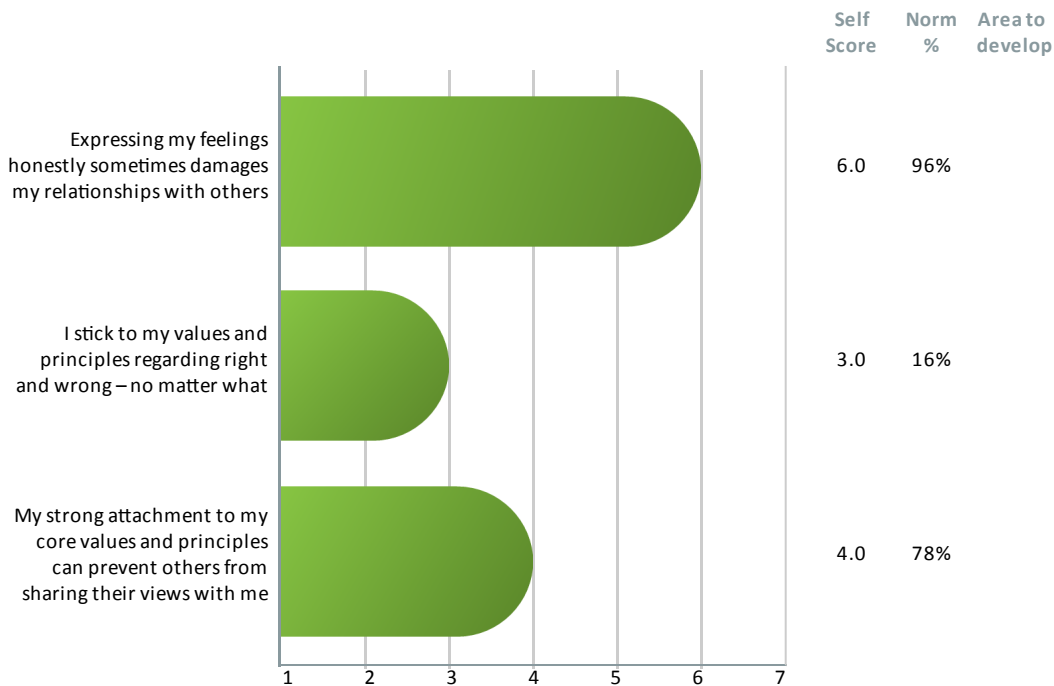


Integrity and Trust

Effective

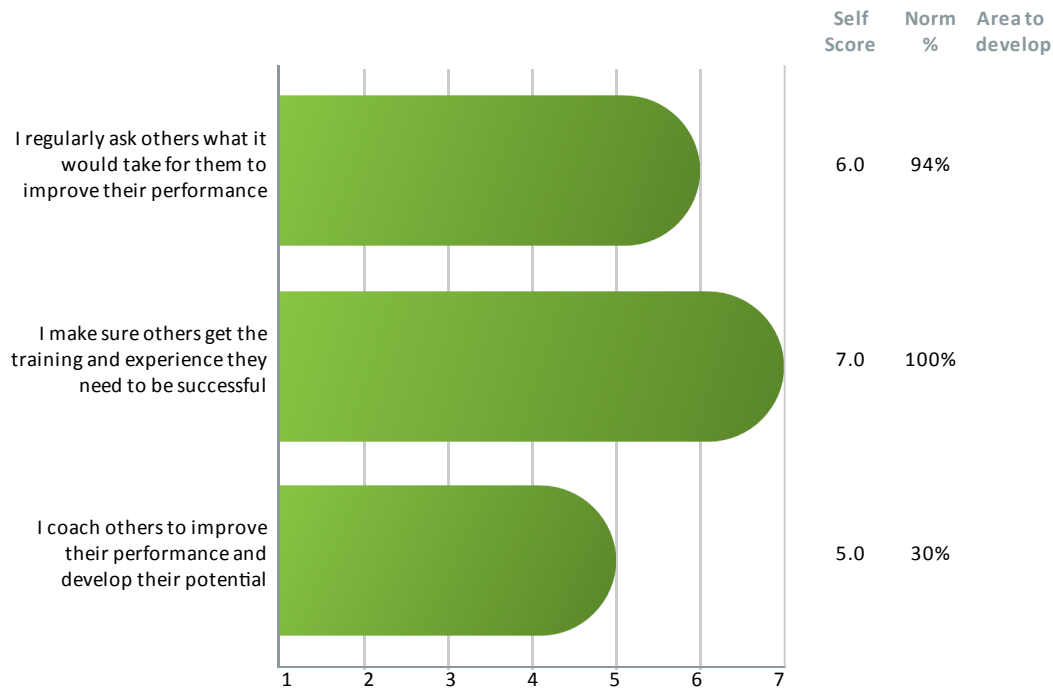


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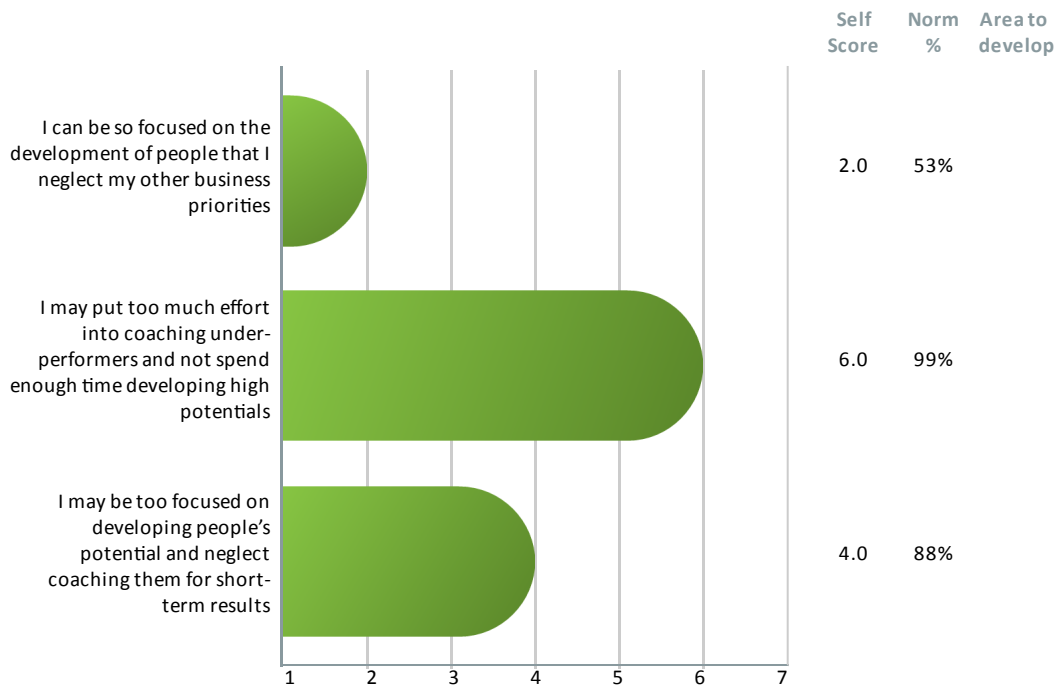


Coaches and Develops Others

Effective

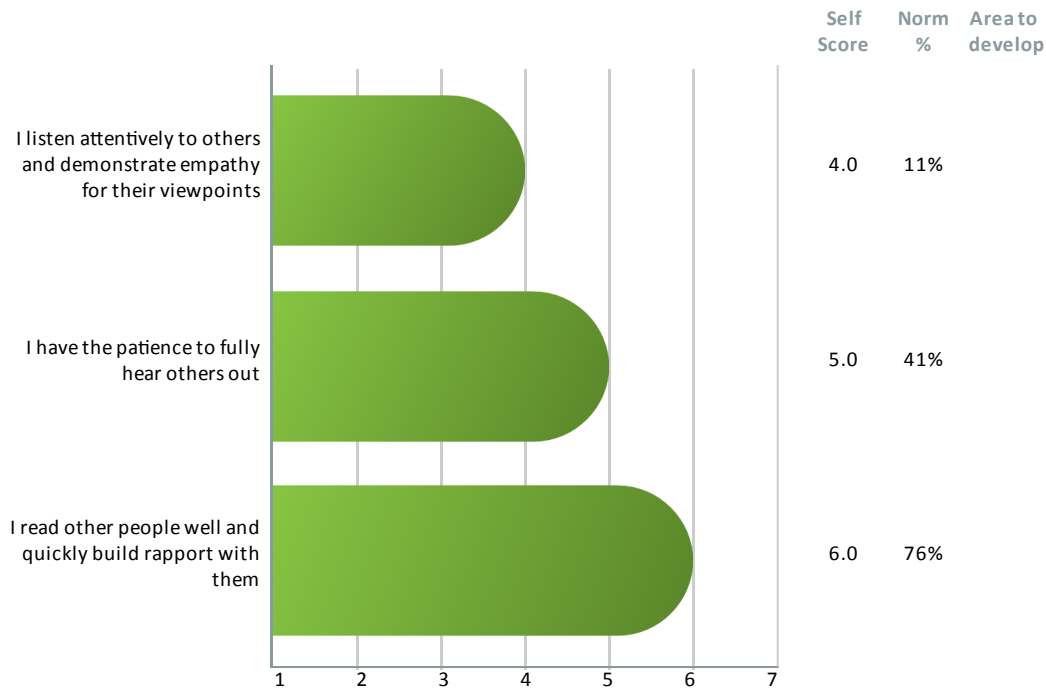


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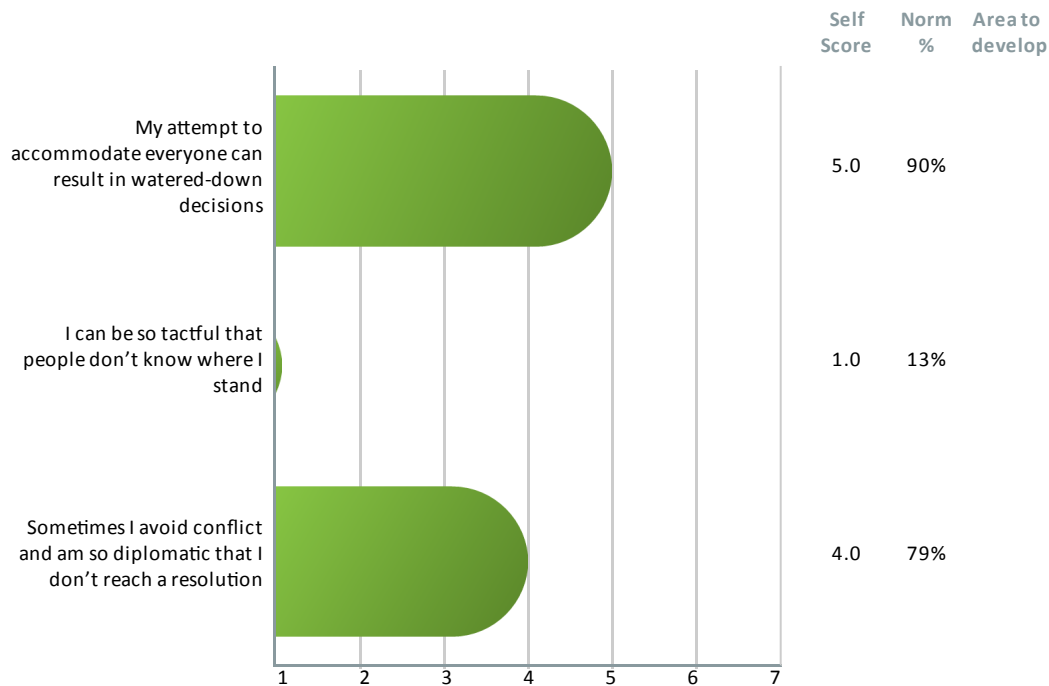


Interpersonally Astute

Effective

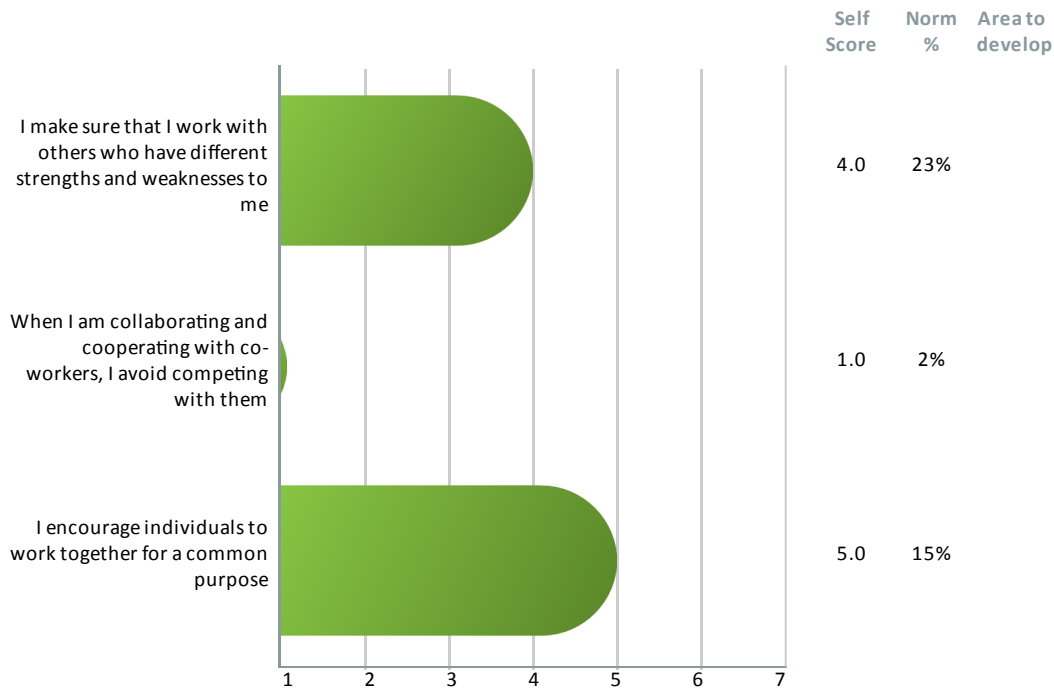


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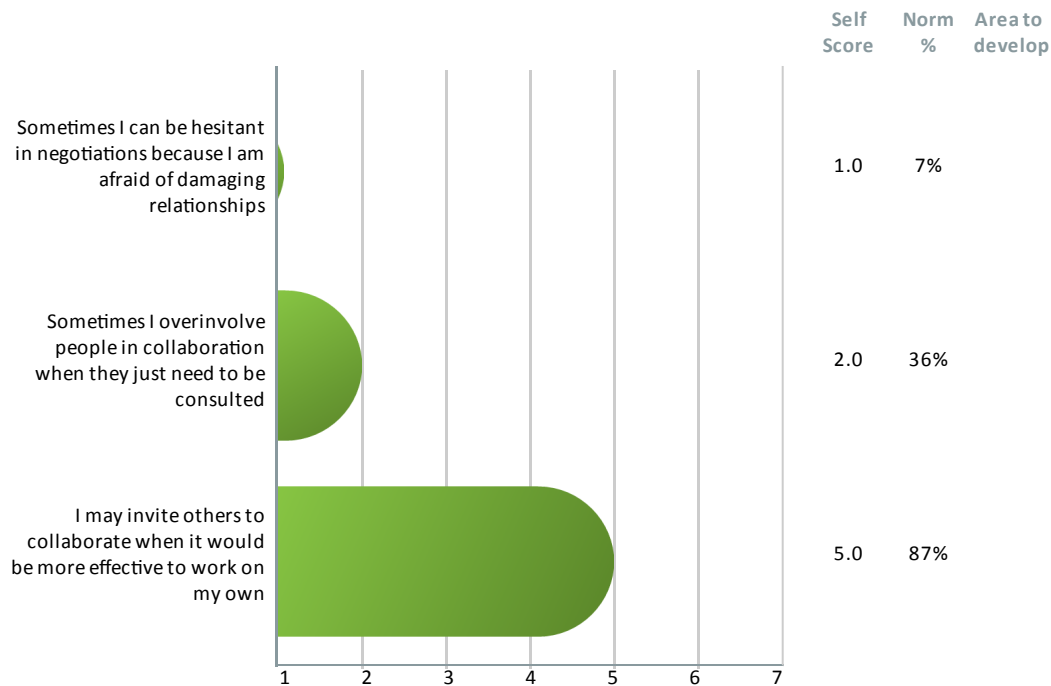


Win-Win Partnering

Effective



Overextended





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