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Facilitated By Sample Practitioner





A handwritten signature in black ink, appearing to read 'Stewart Desson'. The signature is fluid and cursive, written over a light grey background.

-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 organisations 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 organisation 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 organisations have come to recognise the benefits of fostering and developing individuals across all levels to be effective, responsible leaders; encouraging them to be accountable and proactively capitalise 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-actualisation rather than a mastery of organisational 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 organisation.

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 categorise 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 organisation.

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 Energises 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

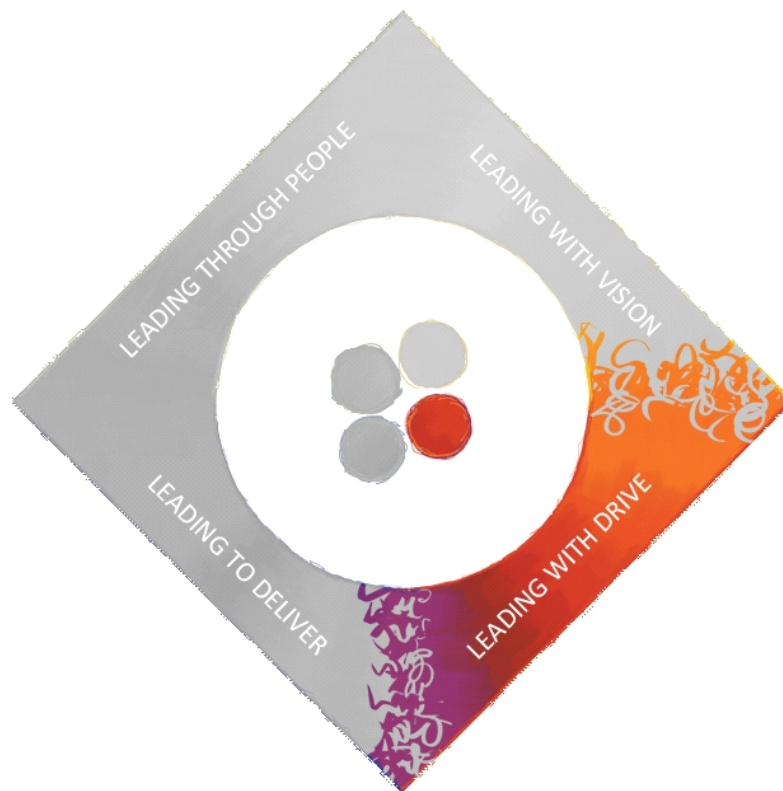
Great leaders require a deep understanding of other people and the relationships between them. This helps them form bonds based on trust and respect resulting in lasting relationships that benefit all those involved. Leaders who understand people are also able to nurture their talent and spot areas where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

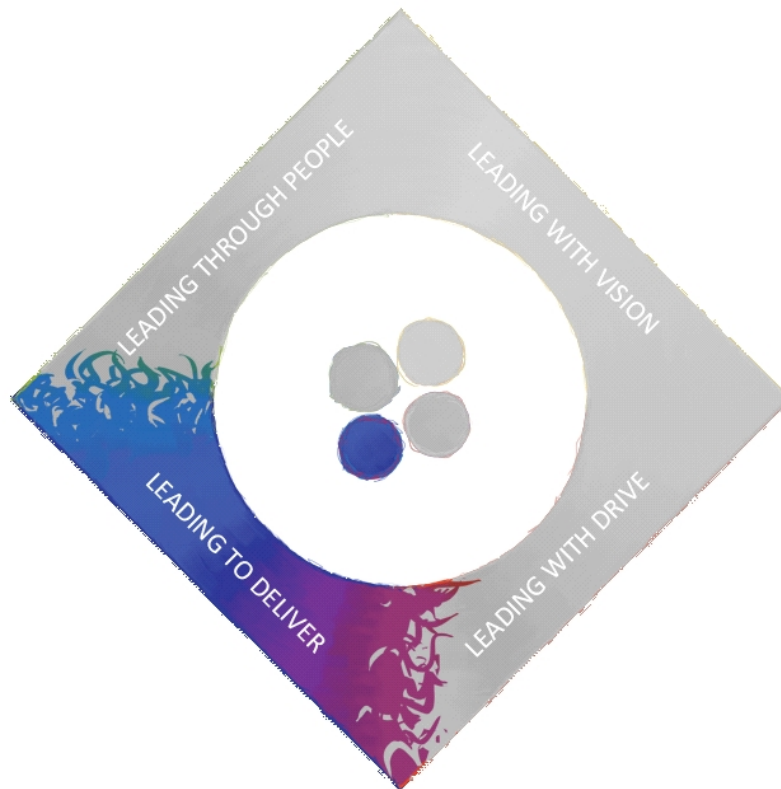
Leaders can only be as good as what they achieve. They must make sure that their personal ambition is matched by the dedication and focus of those around them. Therefore leaders must ensure that everyone strives to do their best. In order to do this they base their leadership on clear communication of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

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 Energises 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 organisation to meet its expectations, every person involved must honour their commitment to the cause and play their part. Thus an effective leader promotes a culture of accountability throughout the organisation, 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 organisation.

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.

