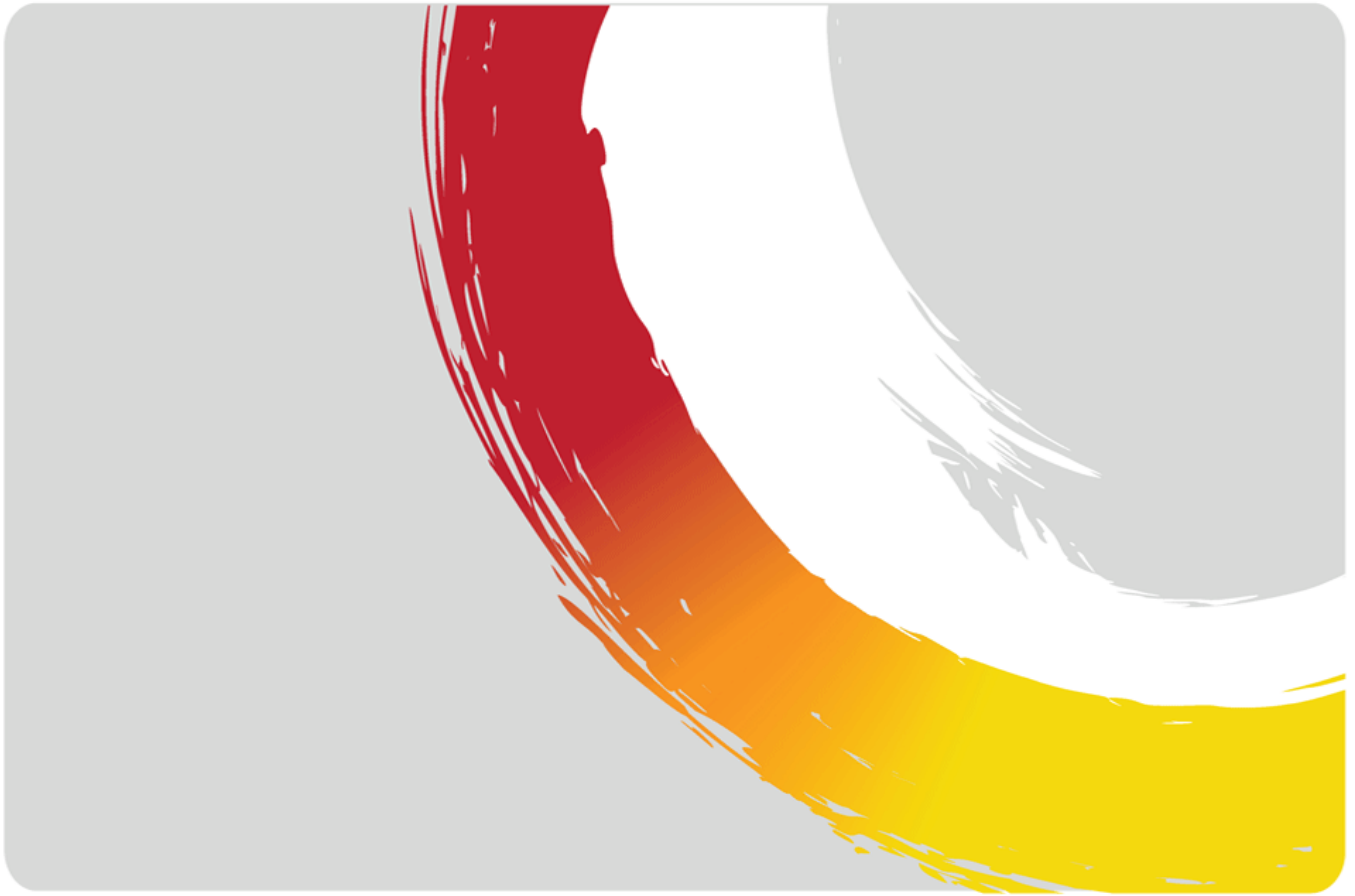




**HULT / EF**  
CORPORATE EDUCATION



Oliver Fässler  
**Lumina Spark Portrait**  
Inspirational and Practical Personal Development

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# Welcome

Dear Oliver

Welcome to your Lumina Spark portrait - it will give you a unique insight into your own personality and the way you interact with others. Based on years of psychological research, it looks at your key qualities in terms of natural preferences, the way you work with others every day and how you might overextend under stress.

“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

Viktor Frankl

The portrait will help you to increase your self-awareness and reveal hidden potential. It provides an opportunity for you to further strengthen your leadership, foster relationships and teamwork. Focus on the observations within it that can really help you develop.

We will use your Lumina Spark portrait throughout the SDTP 2022 development journey. Take the time to familiarize yourself with your portrait, and please remember that no one quality is better than another - each aspect of who you are can prove to be a crucial strength at any given time.

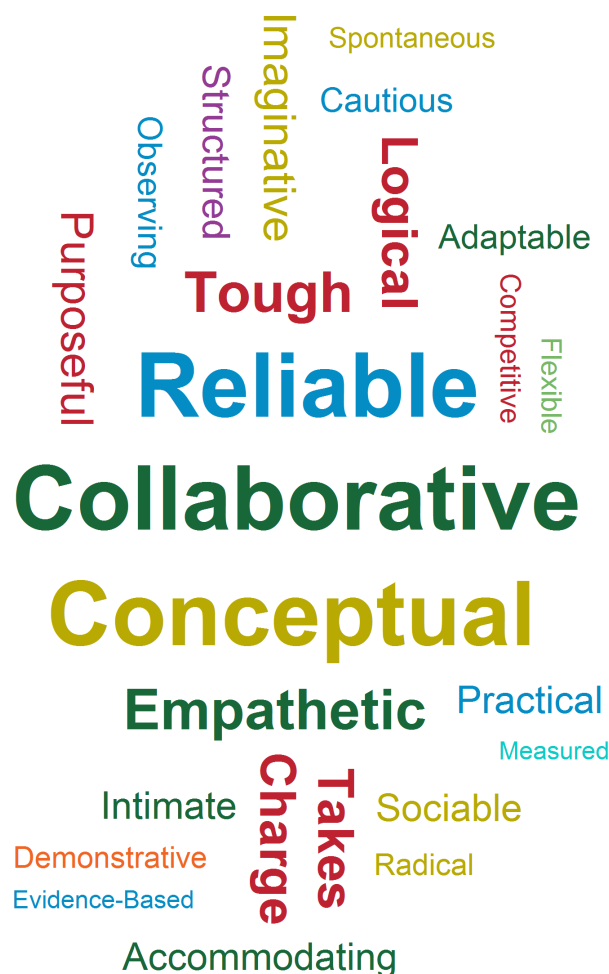
Best regards,  
Tobias Baumgartner and Adi Forman  
Senior Director Talent Program 2022

Hult Ashridge Executive Education

## Your Inner Spark

You are regarded as one who takes their responsibilities very seriously. You are a highly reliable person; others know that you always stand by your promises. You will very rarely be late and think poorly of colleagues who cannot manage basic punctuality themselves.

You do not give your commitment lightly and expect to be taken seriously when you do give it. When a request is made of your time, you will consider carefully what you are committing to and make a conscious choice whether to accept the request, or enter into further dialogue. When you are sure you can give your time, you will do absolutely all you can to meet the deadline. You stand squarely behind what you commit to do and will use all your self-discipline to ensure the commitment is honoured.



## Your Inner Spark

As a dedicated and diligent worker you take the management of your time seriously. You know good time management is fundamental to ensuring you are in a position to deliver. You value your reputation as a reliable person and feel very motivated to keep it.

You tend to come into conflict with those who like to leave things to the last minute. You get frustrated on a personal level if something stops you from delivering, even if it is due to events clearly outside your control. It may be an issue that you are so unwilling to break commitments that you become very stressed when a deadline suddenly changes or new circumstances arise. Usually this is not a problem for you however, as you take every opportunity to minimise the risk of this happening in the first place.

The business world places a strong emphasis on getting things done as quickly and efficiently as possible. What is often missing from this highly outcome-focused view is that the work to keep those businesses running is carried out by human beings, who must both manage and draw on their feelings to successfully complete tasks and work well together. You often find that your role within a group is to pay attention to these human needs, and remind others of their importance.

In conversation you find it easier than most to read other people's emotions. You have a natural sensitivity toward the emotional states of others, and this gives you the advantage of more quickly understanding why people may be upset. This awareness makes you a compassionate person, willing to give time and energy to help others.

By being so empathetic you sometimes run the risk of becoming emotionally overstretched. You find that as much as good interaction can make your day, a bad interaction can ruin it. You may find detaching yourself from someone else's concerns difficult, and this can distract you. At the same time, this understanding gives you an insight into their state of mind and helps you in establishing a good dynamic.

You know, however, the importance of keeping your personal feelings out of the decision-making process. As attached as you can become to others, you know when to put your connections aside and make the best, impartial decisions. At times when you have to make these difficult choices you recognise that for everyone's needs to be met, some needs may be sacrificed in the short term.

# Your Inner Spark

## Communication

You comprehensively analyse situations before bringing your opinions to the fore. When you do so, you communicate politely and courteously.

In a discussion you will delegate and designate tasks to individuals. You enjoy everyone having clear roles in order to avoid ambiguity. This also makes it easier for you to know who to communicate with.

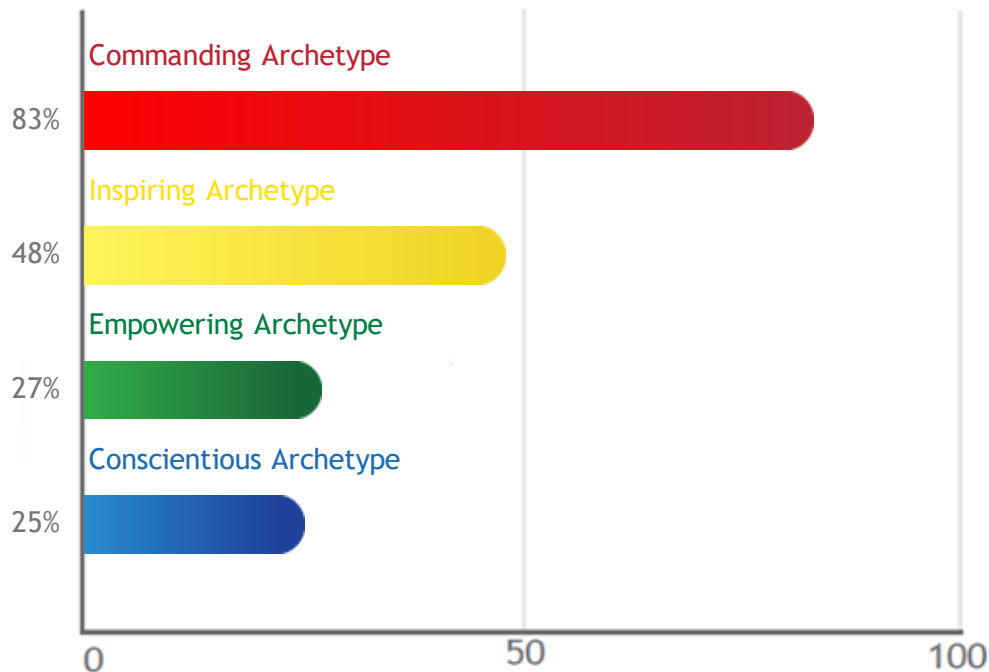
When you have an idea, you want to act on it immediately. Your enthusiasm then energises those around you.

## Leadership & Working With Others

As a leader you like to remain part of the team instead of setting yourself apart. Your win-win mindset means that you view everyone's success as importantly as you do your own. Team unity is the most important thing to you as a leader. You know that when you lead a team working together you can all achieve more than you would as divided individuals. Others often feel empowered by your leadership as you make a point of giving praise to those who deserve it.

## How you use the four archetypes

Your four archetypes:

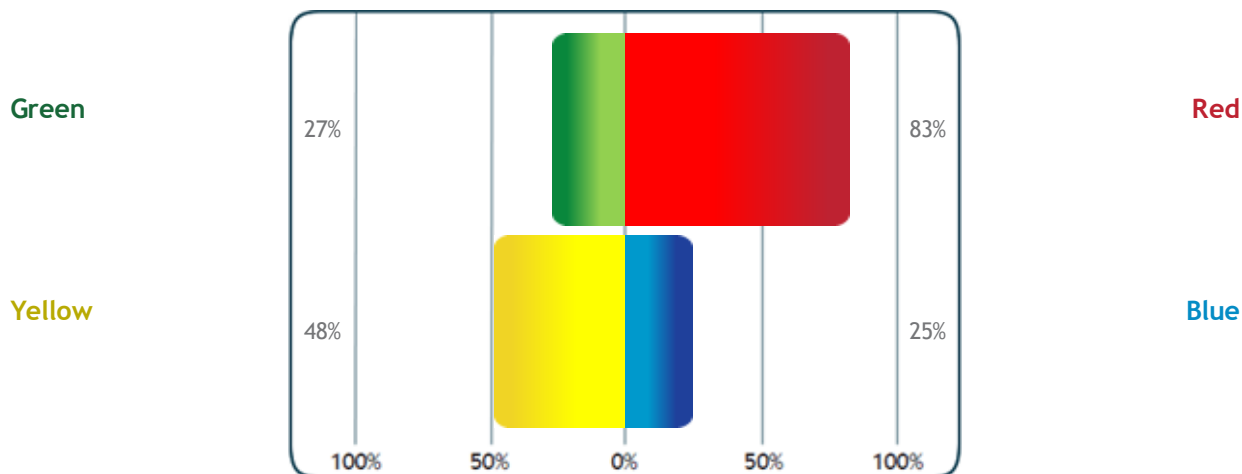


You often use the colour Commanding Red. You actively seek clashes of opinion to bring hidden problems out into the open. You balance your need for objectivity with the human needs of your team. Your second colour is Inspiring Yellow and you tend to use a relatively large amount of this energy as well. You are able to create a variety of ideas which help you, without dissociating from reality, create better options for making decisions when you lack certainty. You see that every cloud has a silver lining. Problems contain new possibilities and ideas to be explored. Your third colour archetype is Empowering Green. You recognise that, by working together towards common goals, the team can achieve more than working individually. You enjoy connecting on a personal level with others, but find it easy to keep that connection out of the decision-making process when needed. Others do not normally notice your fourth colour archetype, Conscientious Blue. You keep your commitments. Your word is your bond and you very rarely break it. You tend to stay grounded and realistic, but recognise the value in studying the trends and patterns hidden within facts and figures.

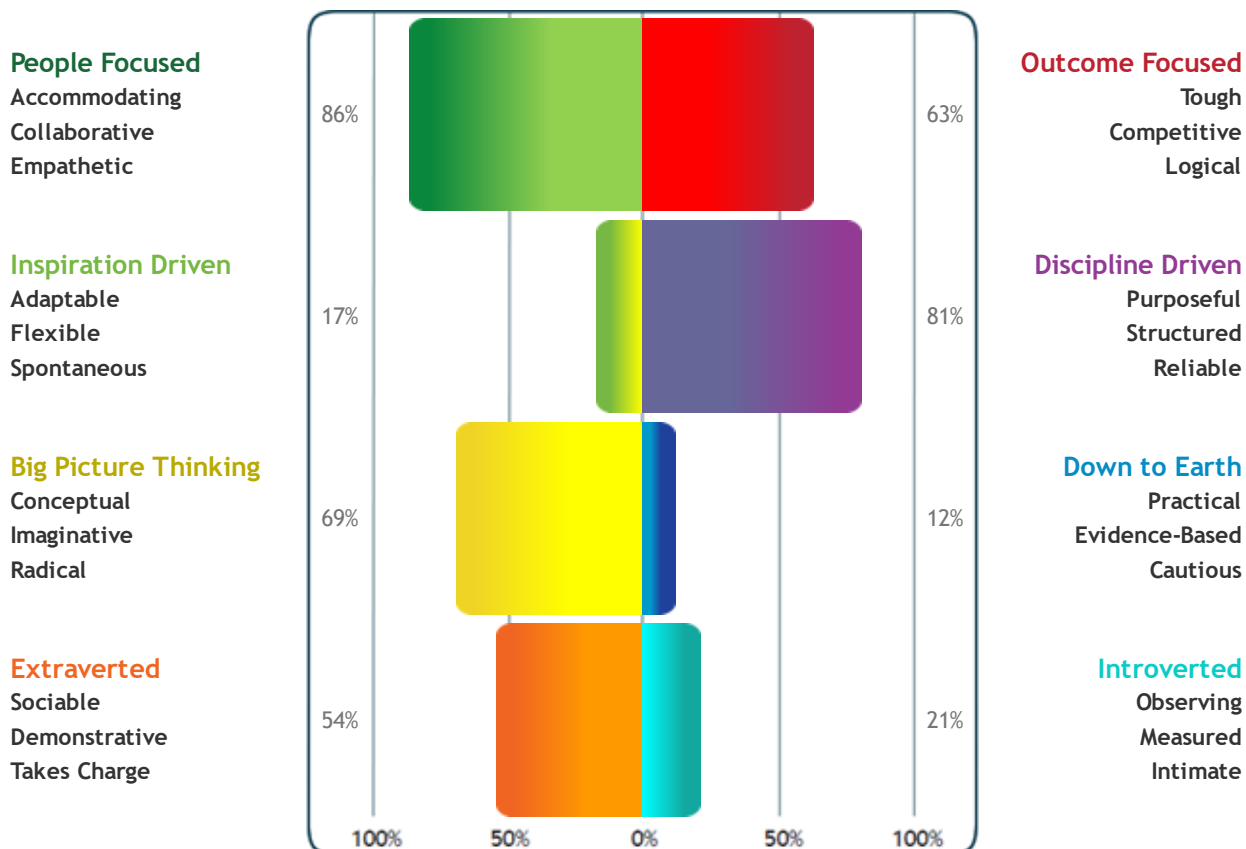
# Your Archetype and Aspect Bars

## Your use of the four archetypes

The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.

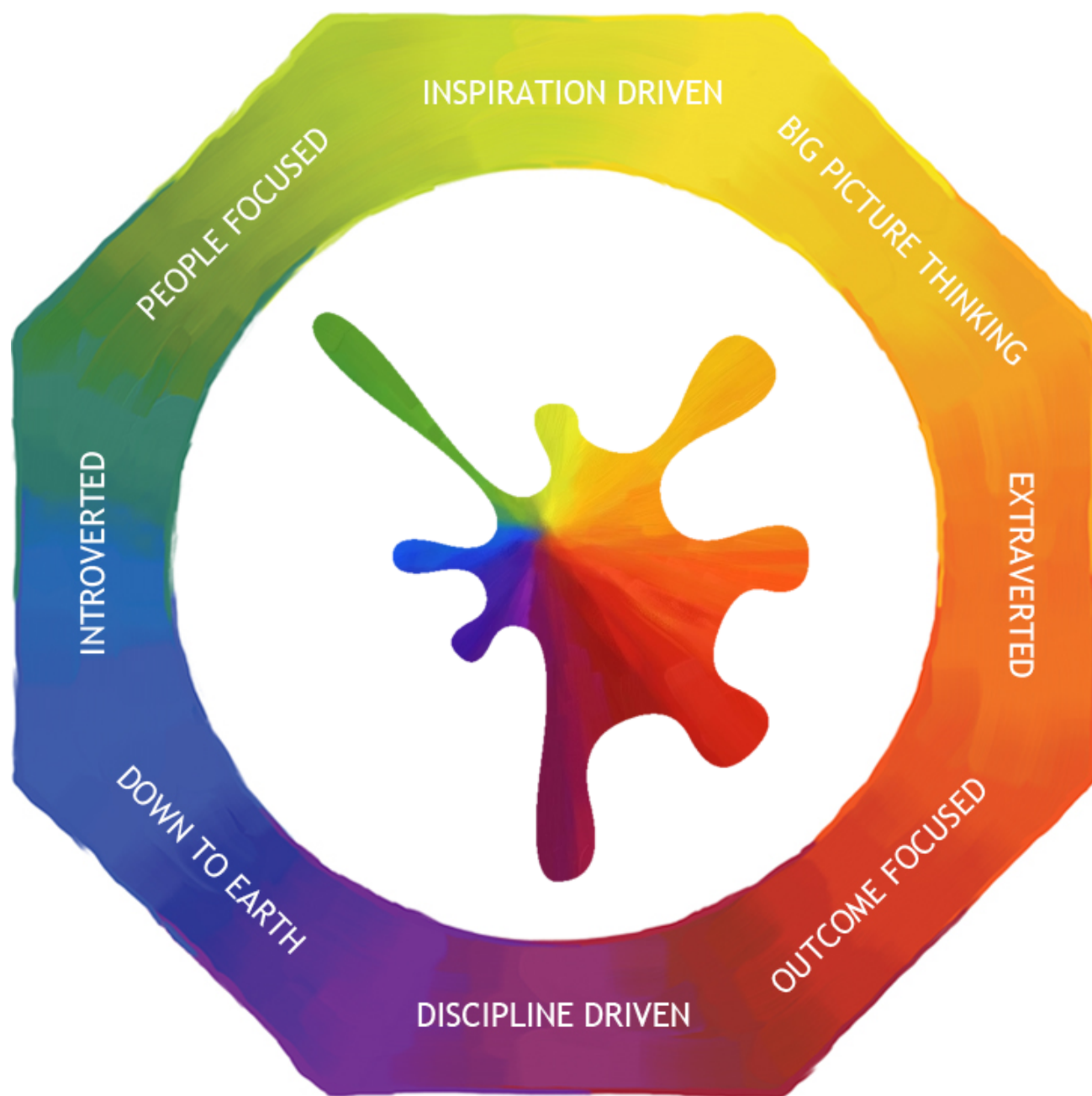


## Your use of the eight aspects which underpin the four archetypes





## Oliver Fässler - Your Spark Mandala



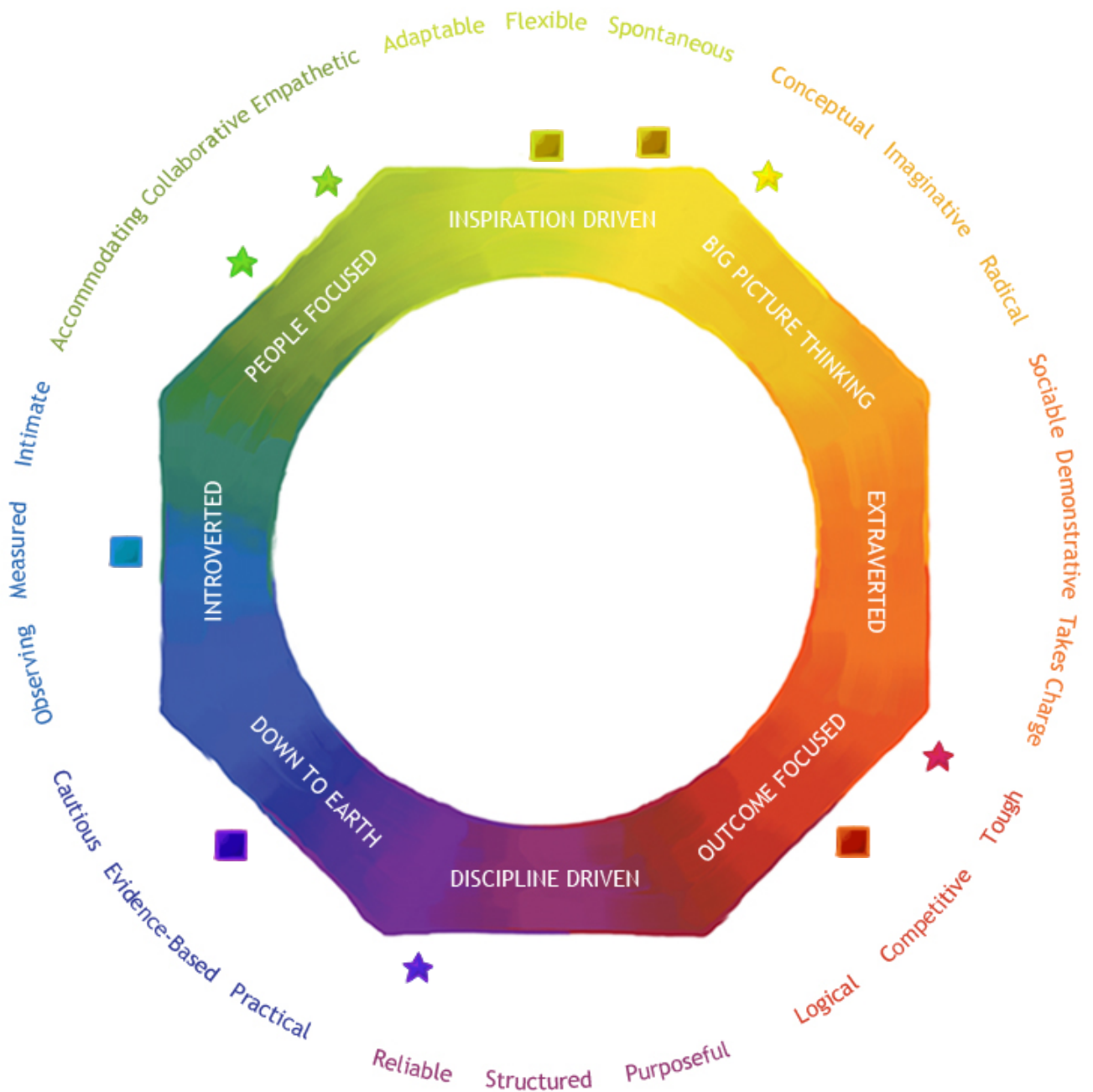
Bring your Splash to life, simply scan the code on the back cover with the Lumina Splash app!



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# Qualities Mandala



On the questionnaire you 'claimed' many qualities. The ★ symbol shows your top 5. There are other qualities that you did not claim and the bottom 5 are shown by the ■ symbol.

## Your strengths and possible weaknesses

### Oliver, your natural strengths are:

- You are a great 'team-player' and you advocate the overall importance of good teamwork when it comes to achieving your targets. By working together people can achieve much more than they would individually.
- It is very important to you that other people see you as trustworthy. You think that trust is a valuable thing to gain and you don't want to risk losing it by failing to deliver.
- You have a talent for finding trends and patterns. You have a knack for uncovering hidden meanings and this allows you to understand what is really going on.

### Here are some of your possible weaknesses:

- When you are completely fixed and focused on fulfilling your commitments, it is very hard for you to allow room for spontaneous decision making. This can lead to tunnel vision and you can have trouble seeing the big picture.
- 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.

### Some suggested methods of development:

- Even if you are certain that you are right and that your opponent is wrong, there is no harm in taking a step back and leaving the debate for another day. The ability to accommodate another person's point of view is important if you wish to work together effectively.
- Impetuous decisions can lead to problematic situations so carefully consider the implications before you make any major decisions.

# Three perspectives on who you are

## Your Three Personas

In the following sections we will delve further into your persona. Up until this point we have been displaying information drawn from all three of your personas to give you an overall picture of who you are. Now we will explore you in more detail. Most people recognise their underlying persona and their everyday persona. This is because you can recognise your motivations and day-to-day behaviour quite easily.

However there is a third persona, your overextended persona. This persona reveals itself when you are in high-pressure circumstances and can be seen in the way you interact with other people when the demands of the situation increase.

We hope to give you a deeper understanding of your personas and to do that we will separate them into three distinct items and give you some in-depth feedback on what trends have been revealed and if there are any areas you can look to strengthen.



### Your Underlying Persona

- This is you at your most natural
- This persona motivates you
- You do not let everyone see this level of your persona



### Your Everyday Persona

- This is how you tend to behave
- This persona is an indication of how other people might see you
- You may be consciously putting on this persona to suit your work environment



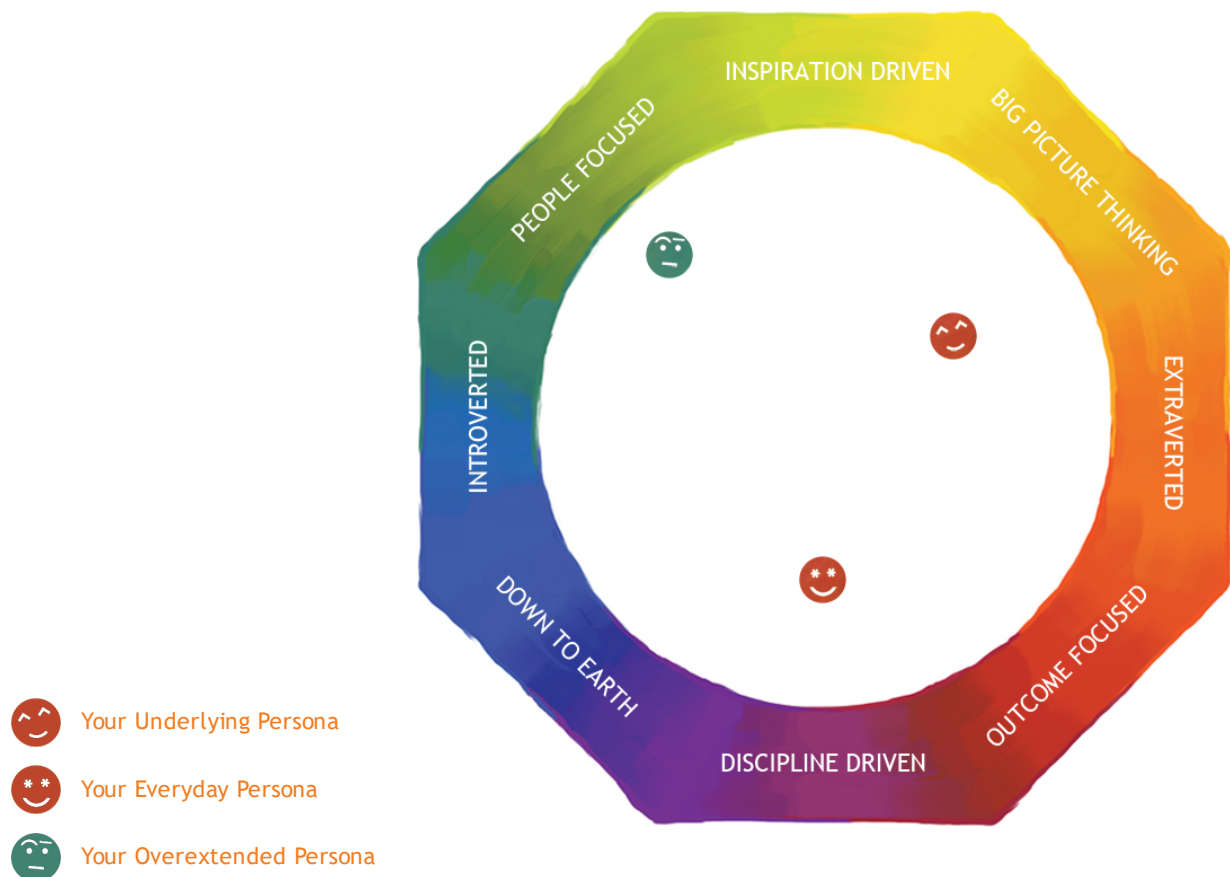
### Your Overextended Persona

- This is who you are when put under stress
- Or how you react to unexpected events
- This persona can come into effect unconsciously

# Your three persona positions

## Your Three Personas on the Lumina Mandala

- Oliver, you have a preference for using Big Picture Thinking Red blended with People Focused and Outcome Focused energy
- Oliver, you most often use Discipline Driven Red blended with People Focused and Big Picture Thinking energy
- Oliver, when your overextended persona emerges you may notice that you use more People Focused Green blended with Discipline Driven and Extraverted energy



# Your Three Personas



## Your Underlying Persona

Oliver, you have a preference for using Big Picture Thinking Red blended with People Focused and Outcome Focused energy

You can become very invested in your ideas. When you are secure in your convictions you prefer to argue your case strongly, but you still take the perspectives of others into account even if you believe they are wrong. You enjoy putting lots of different things together and uncovering hidden patterns and trends, then taking that knowledge and translating it into practical action.



## Your Everyday Persona

Oliver, you most often use Discipline Driven Red blended with People Focused and Big Picture Thinking energy

You don't enjoy competing but you have found that it is sometimes unavoidable. Instead of shying away from this, you embraced it and you can now work well in a challenging environment and feel confident in your ability to come out on top. You find it inherently difficult to take a laid back attitude to things. However your working environment might require a more casual outlook. You may even feel the benefit of this as it leads to less stress and you can deal with unexpected problems in a relaxed manner.

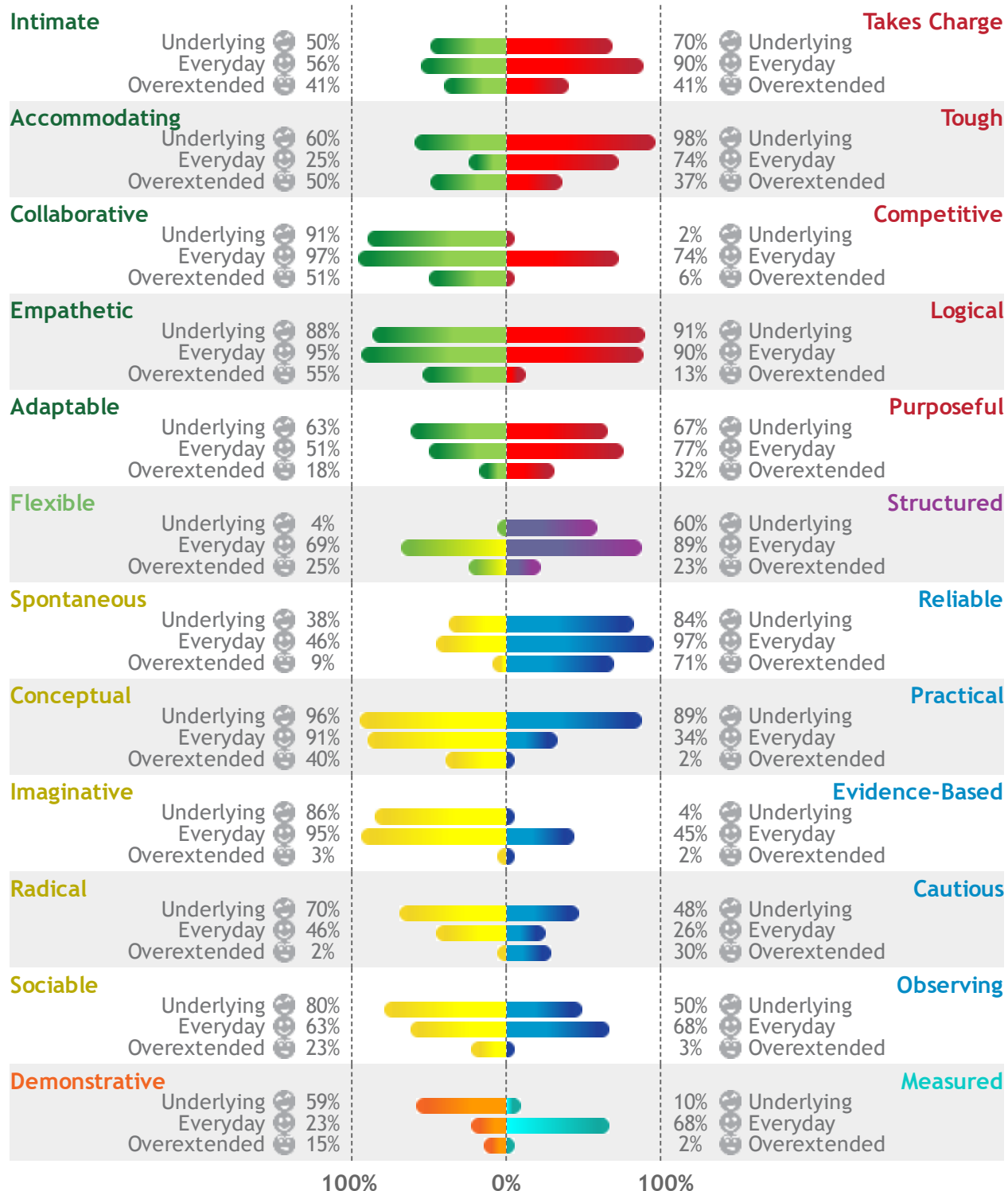


## Your Overextended Persona

Oliver, when your overextended persona emerges you may notice that you use more People Focused Green blended with Discipline Driven and Extraverted energy

Most of the time you have a laid back and stress-free approach. However when you are under a very tight deadline and people are demanding things of you, there is a shift in your attitude. You may become very curt and take things that go wrong as personal failures. You have a natural talent for planning things out very carefully and covering all the foreseeable contingencies. However, you appear to waver from your methodical approach when you are under pressure and you ignore the plans that you have so carefully laid out. This leads to a very unsystematic approach and you fall further and further behind schedule.

## Your 24 Qualities in detail





# Your Underlying Qualities



## The 24 qualities that make up your underlying persona



The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.

### Intimate

Listens first and gravitates towards one-to-one conversations

50%

70%

### Accommodating

Strives for harmony and is willing to adjust their stance in a conflict

60%

98%

### Collaborative

Team player with a win/win mindset

91%

2%

### Empathetic

Considerate and in touch with other people's feelings

88%

91%

### Adaptable

Works in passionate bursts towards emergent goals

63%

67%

### Flexible

Easy going and informal

4%

60%

### Spontaneous

Makes quick gut-feel decisions

38%

84%

### Conceptual

An abstract thinker comfortable with complexity and ambiguity

96%

89%

### Imaginative

A source of new and creative ideas

86%

4%

### Radical

Embraces change and is willing to challenge tradition

70%

48%

### Sociable

Friendly and energised by interacting with others

80%

50%

### Demonstrative

Enthusiastic and expresses positive emotions

59%

10%

### Takes Charge

Seizes the initiative in a group and is drawn towards authority positions

### Tough

Argues forcefully and is comfortable with conflict

### Competitive

Strong willed with a win/lose mindset

### Logical

Objective and rigorously applies reason

### Purposeful

Sets ambitious goals and then works diligently towards them

### Structured

An organised and effective planner

### Reliable

Disciplined and meets commitments

### Practical

Adopts a realistic and common sense approach

### Evidence-Based

Focused on observable facts and attentive to details

### Cautious

Resists change - prefers to stick with tried and tested methods

### Observing

Boundaried and energised by their inner world

### Measured

Serious minded and contains positive emotions



# Your Everyday Qualities



## The 24 qualities that make up your everyday persona



The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.

### Intimate

Listens first and gravitates towards one-to-one conversations

56%



90%

### Takes Charge

Seizes the initiative in a group and is drawn towards authority positions

### Accommodating

Strives for harmony and is willing to adjust their stance in a conflict

25%



74%

### Tough

Argues forcefully and is comfortable with conflict

### Collaborative

Team player with a win/win mindset

97%



74%

### Competitive

Strong willed with a win/lose mindset

### Empathetic

Considerate and in touch with other people's feelings

95%



90%

### Logical

Objective and rigorously applies reason

### Adaptable

Works in passionate bursts towards emergent goals

51%



77%

### Purposeful

Sets ambitious goals and then works diligently towards them

### Flexible

Easy going and informal

69%



89%

### Structured

An organised and effective planner

### Spontaneous

Makes quick gut-feel decisions

46%



97%

### Reliable

Disciplined and meets commitments

### Conceptual

An abstract thinker comfortable with complexity and ambiguity

91%



34%

### Practical

Adopts a realistic and common sense approach

### Imaginative

A source of new and creative ideas

95%



45%

### Evidence-Based

Focused on observable facts and attentive to details

### Radical

Embraces change and is willing to challenge tradition

46%



26%

### Cautious

Resists change - prefers to stick with tried and tested methods

### Sociable

Friendly and energised by interacting with others

63%



68%

### Observing

Boundaried and energised by their inner world

### Demonstrative

Enthusiastic and expresses positive emotions

23%



68%

### Measured

Serious minded and contains positive emotions

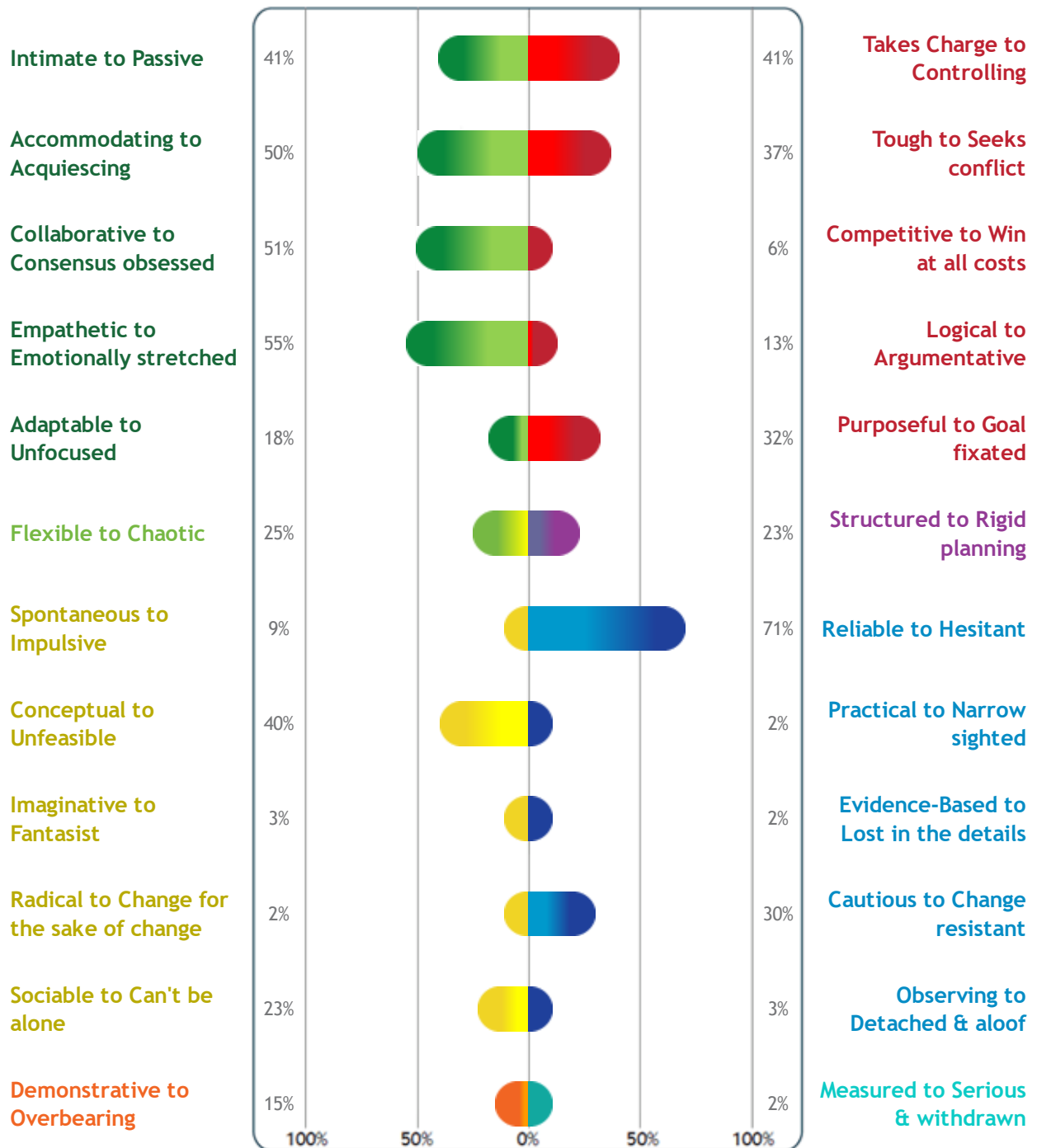
# Your Overextended Qualities



## The 24 qualities that make up your overextended persona



The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



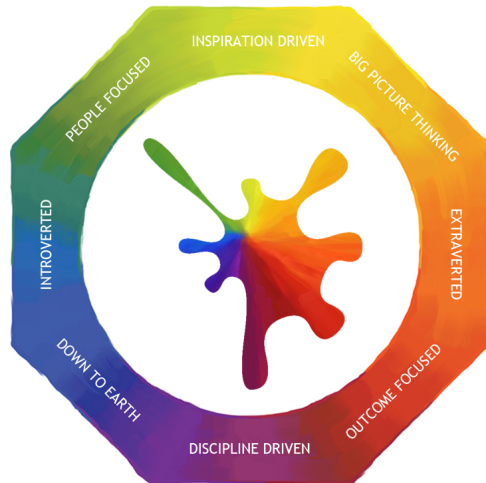
# Valuing Diversity

## Recognising your psychological opposite

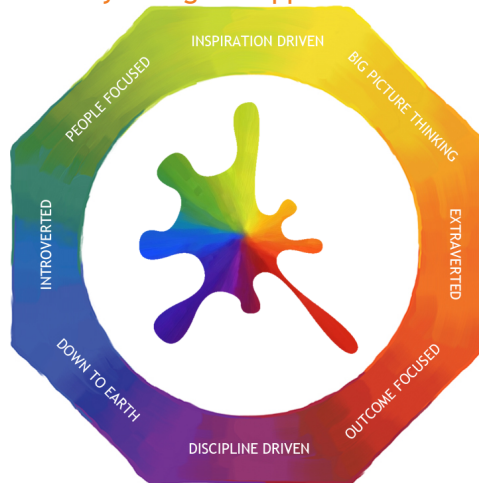
Oliver, everyone has encountered people whose personas are the opposite of their own...

It is likely that you will be able to remember a time, or in fact several times, whilst you have been working, when you have encountered people who appeared absolutely alien in their modes of thinking and in the way they get things done. These people probably had a very different set of persona scores to your own. Have a look at the mandalas below and compare your own to that of your psychological opposite.

You:



Your Psychological Opposite:



No matter who you are, there are many positives and negatives which can be drawn from working with your psychological opposite. One main strength of working with someone so unlike yourself is that you complement each other's weaknesses. Your strengths will be very useful in helping your opposite deal with areas where they have 'blind spots' and vice versa. As long as your communication remains good and you ensure nothing is misinterpreted you can have a very effective working relationship as there will be very few problems that at least one of you cannot handle.

However, it is also possible that you can encounter difficulties when working with your opposite. You may start to see them as the answer to all of your problems and place too great a weight of expectation upon them. Try to develop your weaker qualities yourself. You should also try to aid your psychological opposite's growth in dealing with their own "blind spots". Another problem which often occurs is a breakdown in communication; because you think in very dissimilar ways it is easy for ideas to get lost in translation.

One way you and your psychological opposite could work well together is that you don't always back your views up with evidence. However your opposite can help you with this by suggesting ways you can prop up your arguments. On the other hand, you and your opposite could encounter problems because you are very committed to keeping your word but your opposite can have trouble focusing on their priorities.

# Working with your Opposite

## What is good about working with your opposite:

- Your opposite feels most comfortable when they have all the facts established and they can back up their claims with solid proof. When working together you can use their skill to provide tangible support for your arguments.
- With your ability to plan things out effectively and your opposite's ability to deal with rapidly changing circumstances, you have both a solid foundation to start and the capacity to take things in your stride.
- Your psychological opposite can help you keep a record of the progress you have made by prompting you to keep things in writing. This allows you to keep an eye on how things have developed over time so you can stay informed when planning your future actions.

## Some problems you might encounter:

- You place personal commitments as your key priorities, unlike your opposite who focuses on external priorities. You see this as a failure to commit to personal goals.
- Your understanding, compassionate nature will be put to the test when your opposite refuses to engage with you at an emotional level.

## Some ideas to build your working relationship:

- You may find that a very important quality your opposite can teach you is to accept things which are beyond your control.
- Try not to let things affect you too personally. Notice how your opposite always keeps their emotions in check; it allows them to take the 'hit' so to speak and keep on going. They will deal with the shock or pain later, once the job is done.

# Lumina Spark Portrait



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