



The UK's leading provider of 360 Degree feedback



Lumus360
Psychometric Profile
Pat Sample

1. Introduction - About Lumus360 Psychometric Profile

Behavioural research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

Designed to provide leaders with the self-insight needed to effectively lead in today's world, your Lumus360 psychometric profile will enable you to identify and explore your personal preferences towards four key underpinning leadership attributes:

- **Resilience** - Today's leaders face more obstacles, time pressures, unplanned changes, complexity, delivery pressure and challenge than ever before.

Whilst inner personal resilience is important, how leaders are seen to recover quickly from setbacks, display a positive attitude and emotional strength during hard/ the most trying times, is a critical component of effective leadership.

The Resilience dimension enables you to further understand your ability to adapt positively when faced with adversity, setbacks, pressure and stress, gaining a greater understanding of how your preferred approach impacts those you lead.

- **Openness to change** - In today's workplace change is inevitable and successful change is one of biggest problems that all organisations now face. To survive and thrive, every organisation has to have leaders who can navigate themselves and others through continuous change.

This dimension provides insight into your natural preference towards accepting, welcoming, championing change and how those preference impact those you lead.

- **Learning preference** - Leaders who don't recognise how they learn and then use that knowledge to continually grow, risk stagnating and not adapting themselves or their organisation to the ever changing environment we work in.

Leaders need to learn different things and each have our own preferred ways of absorbing, processing and retaining learned information. Knowing individual learning preferences, enable strengths to be optimised and weaker preferences to be recognised, developed or allowed for.

It is important to remember that there is no right or wrong learning style. Each style has advantages and disadvantages. Knowing your learning style is not meant to limit you, but provide the opportunity to expand.

- **Emotional intelligence** - This is widely known to be a key component of effective leadership. Leaders who are in tune and understand their own emotions and those of others and can then use that knowledge to manage themselves and get the best out of those they lead, are very powerful.

The Emotional Intelligence dimension provides insight into your preference/ ability to identify, recognise and manage emotions, along with an awareness of how those emotions impact the behaviour of others.

2. Making the most of your report

Is the report 100% true? Yes, no and maybe. Your report is based on the responses you gave and provides a broad understanding of your own unique preferred balance in and across the four dimensions. The results provide typical behaviours and tendencies associated with your answers and as such, will enable you to review those behaviours that are effective and those that may hinder great leadership.

Results are shown against norms/ a scale as follows:



The results have nothing to do with good/ bad, right/ wrong, mental health, IQ, career potential etc. but do provide an opportunity to consider how your preferred approach to each of the leadership dimensions can help or hinder your leadership style.

Summary of results

RESILIENCE	OPENNESS TO CHANGE	LEARNING PREFERENCE	EMOTIONAL INTELLIGENCE
<p>In Control</p> <p>1</p> <p>Perceived level of control over own life, often expressed through reactions to setbacks/ obstacles and success/ failure.</p>	<p>Variety seeking</p> <p>7</p> <p>Often expressed through attitudes towards variations in daily routine, change and preferences for unpredictability.</p>	<p>Activist</p> <p>9</p> <p>Preference for learning by doing, often expressed by a propensity towards trying unconventional methods/ being spontaneous</p>	<p>Mindful</p> <p>4</p> <p>Level of self-awareness, often expressed through recognition of emotionality and how that impacts own behaviour and mood.</p>
<p>Balanced</p> <p>1</p> <p>Overall level of emotionality, often expressed through variability in mood/ feelings and how this affects overall sense of being.</p>	<p>Adjusted</p> <p>1</p> <p>Your emotional reactions to change, often expressed through a readiness to adapt to and accept variation/ change</p>	<p>Reflector</p> <p>9</p> <p>Preference for learning through observation and reflection, often expressed through valuing information over intuition.</p>	<p>Empathetic</p> <p>7</p> <p>Your emotional connection to others. Often expressed through concern for other peoples' wellbeing.</p>
<p>Confident</p> <p>5</p> <p>Level of perceived competence/ self-assurance, often expressed by attitudes towards successful task completion and overcoming challenges.</p>	<p>Long-term focused</p> <p>4</p> <p>Often expressed through seeing beyond the short-term and striving towards long-term achievement.</p>	<p>Theorist</p> <p>1</p> <p>Preference for structured learning, often expressed through a methodical approach using relevant concepts and processes</p>	<p>Expressive</p> <p>5</p> <p>Level of emotional communicability, often expressed through the conscious articulation of thoughts feelings and mood.</p>
<p>Assured</p> <p>4</p> <p>Perceived overall level of self-worth, often expressed by attitudes towards own value as an individual.</p>	<p>Flexible</p> <p>4</p> <p>Readiness to accept and adapt to new information, often expressed by a willingness to change opinions and adopt the unfamiliar.</p>	<p>Pragmatist</p> <p>4</p> <p>Preference for practical learning, often expressed through experimentation and a propensity towards real world applications over conceptual solutions.</p>	<p>Insightful</p> <p>3</p> <p>Level of personal understanding, often expressed through the recognition of emotions and how they impact your subjective experience.</p>

RESILIENCE

Introduction

Resilience is the ability to adapt positively when faced with adversity, setbacks, pressure, challenges and stress, with important implications in the workplace. Highly resilient individuals remain steadfast during difficult times, remaining confident in their ability to perform regardless of the environment. However, these individuals may also display excessive confidence, overestimating their ability to handle stressful situations. Resilience comprises four facets, which include the following sub-traits:

In Control

Your perceived level of control over your life. Often expressed through your reactions to setbacks, overall attitude towards obstacles and your attitudes towards success and failure.

Balanced

Your overall level of emotionality. Often expressed through variability in mood, frequency of positive and negative feelings and how this affects your overall sense of being.

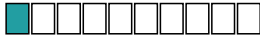
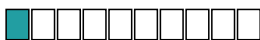
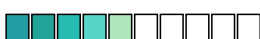
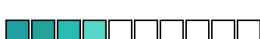
Confident

Your overall level of perceived competence. Often expressed by attitudes towards successful task completion, overcoming challenges and your general level of self-assurance.

Assured

Your overall level of self-worth. Often expressed by your attitudes towards yourself, your overall value as an individual, beliefs regarding your character and virtues as a person.

My Results

<p>In Control</p>		<p>1</p>	<p>You are deterred easily by setbacks and tend to see many obstacles in your way. You rarely take ownership of your successes and have difficulty crediting yourself for your achievements.</p>
<p>Balanced</p>		<p>1</p>	<p>You may find that your mood fluctuates quite frequently throughout the day. Minor comments or setbacks tend to significantly impact your mood.</p>
<p>Confident</p>		<p>5</p>	<p>You are unlikely to be discouraged easily. When attempting to overcome challenges, you tend to focus on both the potential positive and negative outcomes.</p>
<p>Assured</p>		<p>4</p>	<p>You hold a somewhat critical view of yourself. You can have some difficulty acknowledging your strengths and virtues, often blaming yourself when things go wrong.</p>

RESILIENCE**My Strengths & Opportunities**

Strengths (to be leveraged)	Watch Outs (strengths over played)	Opportunities (for development)
<ul style="list-style-type: none"> • You are unlikely to place excessive blame on yourself when things do not go according to plan. • • You are unlikely to take successes or failures too personally. • You are unlikely to conceal your feelings, leading you to be somewhat open with others. • Positive outcomes are likely to significantly impact your mood, perhaps more so than compared to others. • You are likely to demonstrate persistence in light of setbacks. You generally feel capable of completing tasks successfully. • You are unlikely to exaggerate your capabilities. • You are unlikely to demonstrate arrogance or appear excessively confident. 	<ul style="list-style-type: none"> • You might not take responsibility for negative outcomes that are partially due to your actions. • You might not give personal failures or successes the necessary consideration. • You may display your emotions unintentionally. • Negative outcomes are likely to significantly impact your mood, perhaps more so than compared to others. • You may be hesitant to undertake highly challenging yet achievable tasks. • You might not always feel certain of your personal strengths or limitations. • Your negative self-perception could make it difficult for you to identify your strengths. • In some cases, you may accept blame for things that were not your fault. 	<ul style="list-style-type: none"> • Make sure that you acknowledge your role in your personal successes. • Try to recognise and learn from your role in any personal failures. • Take time to recognise situations in which you are led by your emotionality. • Try to avoid dwelling on negative outcomes, instead consider what you may have learnt from them. • Reflect on whether you are able to complete all requirements of a challenge before accepting. • If hesitant, consider whether this is based on your actual ability or your perception of that ability. • Take the time to reflect upon your strengths objectively instead of through negative self-perception. • Before immediately accepting blame, consider whether you are truly at fault.

Reflections

RESILIENCE

My ability to adapt positively when faced with adversity, setbacks, pressure, challenges and stress and how this impacts leading others.

My key learning from this area is ...

OPENNESS TO CHANGE

Introduction

Acceptance of Change is a person’s propensity to accept, welcome, champion or generally think positively about change. Individuals who are highly accepting of change are likely to readily accept change initiatives, welcoming the variation in routine and support the change process. However, these individuals may also have difficulty sticking to routines, and may also be accepting of changes offering little or questionable benefit. Acceptance of change has four facets, which include the following sub-traits:

Variety seeking

A preference for variety over routine. Often expressed through attitudes towards variations in daily routine, changes in plan and a general preference for unpredictability.

Adjusted

Your emotional reactions to change. Often expressed through a readiness to adapt, willingness to accept variation and your feelings towards changes in routine.

Long-term focused

Your propensity towards the future. Often expressed through a consideration for the future, seeing beyond the short-term and striving towards long-term achievement.

Flexible

Your readiness to accept new information. Often expressed by a willingness to change opinions, consider alternative perspectives and adopt the unfamiliar.

My Results

Variety seeking		7	Variety rarely unbalances you, although you may still opt for some form of daily routine. You tend to prefer the unpredictable and look for fresh approaches to similar problems.
Adjusted		1	You tend to reject change. You often avoid the unfamiliar and can struggle with variation to your routine, as it tends to make you feel uncomfortable.
Long-term focused		4	You rarely consider the future. You tend to focus on the present and usually pursue short-term achievements, only occasionally considering long-term outcomes.
Flexible		4	You tend to be sceptical of new information, changing opinions only in light of sufficient evidence. You often approach the unfamiliar with caution and can be hesitant towards change.

OPENNESS TO CHANGE

My Strengths & Opportunities

Strengths (to be leveraged)	Watch Outs (strengths over played)	Opportunities (for development)
<ul style="list-style-type: none"> • You are likely to thrive in dynamic and ever changing settings. You are likely to be flexible in your approaches to problem-solving. • You are likely to demonstrate a consistent approach to daily tasks. You are unlikely to approve change too readily, seeking evidence of its merits prior to application. • You are likely to strive for immediate improvement. You are likely to maintain a high level of focus regarding current circumstances. • You are likely to demonstrate healthy scepticism when provided with new or unfamiliar information. You are not likely to blindly accept change and instead demand proof of benefit. 	<ul style="list-style-type: none"> • You may feel less engaged when required to maintain a routine. • You may avoid adopting routines, even when it is beneficial to do so. • You may have difficulty adjusting to unavoidable change, even when it is beneficial. • You may inadvertently avoid potential opportunities for development. • You could discard unfamiliar approaches that offer greater overall improvement, in favour of immediate benefit. • You may reject new methods or ideas prematurely, before being able to reap possible benefits. • Your scepticism could bias you against accepting new and beneficial information. • You may blindly resist positive change in some cases. 	<ul style="list-style-type: none"> • Reflect on situations in which maintaining a routine could have been more effective. • Consider areas of personal improvement that may be developed by maintaining a routine. • Consider possible merits of incorporating variation into your daily structure. • Try to be mindful that familiar approaches may not always provide the most effective solutions. • Try to recognise and appreciate each contribution towards achieving long-term improvements. • Reflect on previous experiences where change initially bothered you, but proved beneficial. • Try not to automatically reject information on the basis that it is new or unfamiliar. • Consider the pros and cons of new change initiatives before forming an opinion.

OPENNESS TO CHANGE

Reflections

My natural preference towards accepting, welcoming, championing change and how your preferences impact those you lead.

To be an even more effective change leader I should ...

LEARNING PREFERENCE

Introduction

Learning Styles are individual preferences for specific approaches to learning and impact how individuals absorb, process, retain and comprehend learned information. High scores on a learning style indicate a strong preference for learning approaches that complement that specific style. Low scores on a learning style indicate that the individual may not be suited to learning approaches that complement that learning style. Learning styles can be broken into four distinct styles, which include:

Activist

A preference for learning by doing. Often expressed by a propensity towards unconventional methods, spontaneity and living in the moment.

Reflector

A preference for learning through observation. Often expressed through a tendency to gather and evaluate information, act based on thorough analysis and value evidence over intuition.



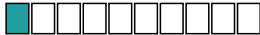

Theorist

A preference for structured learning. Often expressed through a methodical approach to tasks, systematic evaluation of the facts and familiarisation with relevant concepts and processes.

Pragmatist

A preference for practical learning. Often expressed through experimentation, a propensity towards real world applications over abstract or conceptual solutions.

My Results

Activist		9	You benefit from learning through experience, regularly adopting a hands-on approach. You readily accept unconventional methods, often demonstrating open-mindedness towards learning.
Reflector		9	You place great value on observational learning. You almost always take time to reflect on your experiences and try to inform your actions based on the facts as much as possible.
Theorist		1	You tend to find structured learning restrictive. Rarely referring to theoretical models and concepts to guide learning and usually employ an ad hoc approach to tasks.
Pragmatist		4	You do not always feel that practical learning is beneficial. You show some preference towards working with abstract concepts as opposed to purely practical solutions.

LEARNING PREFERENCE

My Strengths & Opportunities

Strengths (to be leveraged)	Watch Outs (strengths over played)	Opportunities (for development)
<ul style="list-style-type: none"> • You are likely to learn a lot from hands-on experience. You are accepting of effective but unconventional methods. • You tend to further your development through reflecting on your experiences. You stand to gain a lot through observational approaches to learning. • You are likely to derive benefit from an unstructured approach to learning. You are not likely to spend excessive amounts of time reflecting on theoretical concepts that offer no practical application. • You are likely to feel comfortable referring to theory, concepts and abstract ideas. Relying on intuition sometimes allows you to make decisions promptly. 	<ul style="list-style-type: none"> • You may rely on learning through experience at the expense of other learning methods. • You may accept ineffective learning methods on the basis that they are new or unconventional. • You may find yourself spending excessive amounts of time in reflection. • You may try to apply observational learning when it is sub-optimal in the given context. • You may have difficulty learning through very structured approaches. • You may sometimes miss out on additional insight that can be gained from concepts and theory. • You may rely too heavily on intuition when making decisions and miss important information. • You may have some difficulty translating learned abstract concepts into practical applications. 	<ul style="list-style-type: none"> • Try to incorporate other approaches to learning that do not rely on a hands-on approach. • Consider the merit of conventional learning methods, rather than rejecting them prematurely in favour of newer approaches. • Try to reduce the amount of time spent in reflection, if no further understanding can be gained. • On occasion, challenge yourself to adopt learning approaches that do not require observation. • Challenge yourself to spend some time familiarising yourself with theoretical approaches. • Remain focused during structured learning, try not to deviate from the outlined process. • Try to support intuitive decisions with available evidence before acting on them. • Challenge yourself to combine abstract concepts and theory with practical application.

LEARNING PREFERENCE

Reflections

My individual preferences towards absorbing, processing and retaining learned information

I would be an even better learner if I ...

EMOTIONAL INTELLIGENCE

Introduction

Emotional Intelligence is the ability to identify, recognise and manage emotions, along with an awareness of how emotions impact behaviour. Individuals scoring highly on emotional intelligence are likely to exhibit a high degree of awareness when it comes to their mood, feelings and overall emotional state, and can communicate this effectively. However, these individuals may hold emotion in excessively high regard, to the detriment of logic or practicality. Emotional intelligence can be broken into four distinct styles, which include:

Mindful

Your level of self-awareness. Often expressed through recognition of emotionality and identification of feelings, as well as the impact this has on your behaviour and mood.

Empathetic

Your emotional connection to others. Often expressed through concern for other peoples' wellbeing, as well as a propensity to put the needs of others before your own.

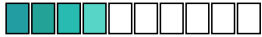



Expressive

Your level of emotional communicability. Often expressed through the conscious articulation of thoughts feelings and mood in a way that can be understood by others.

Insightful

Your level of personal understanding. Often expressed through the identification and recognition of emotions and how they impact your individual subjective experience.

My Results

Mindful		4 You are not always aware of your emotions. You may not immediately recognise changes in your mood, having some difficulty realising the effect this could have on your behaviour.
Empathetic		7 You readily form emotional connections. You are likely to show significant concern to those in need and are willing set your needs aside in order to help other people.
Expressive		5 You tend to communicate your emotions to others. You are generally able to describe how you are feeling in a meaningful way, that can usually be understood by others.
Insightful		3 You tend not to understand yourself. You usually find it difficult to identify your emotions and rarely recognise how they impact your experiences as an individual.

EMOTIONAL INTELLIGENCE

My Strengths & Opportunities

Strengths (to be leveraged)	Watch Outs (strengths over played)	Opportunities (for development)
<ul style="list-style-type: none"> • You are not often distracted by observation of your emotionality. You rarely spend excessive amounts of time ruminating on your emotional state. • You can be relied upon by people who are in need, readily offering help and support. By quickly forming emotional connections you will readily and naturally warm to new people. • You are able to express your emotions to others, but do not do so excessively. You are generally able to convey your feelings in a way that can be understood. • Conscious awareness of your emotions rarely inhibits you from completing important tasks. You are unlikely to spend excessive amounts of time reflecting on the impact of your emotionality. 	<ul style="list-style-type: none"> • You may not spend enough time reflecting on your emotions, mood and feelings. • You could miss out on insight by not taking consideration of your emotional state. • You may be more susceptible to emotional manipulation from unscrupulous people. • You may be convinced to provide support to people unnecessarily, or to those who do not deserve it. • You may have some difficulty expressing highly complex emotions. • You may sometimes find it difficult to identify the ideal circumstances to express your emotions. • You may find it difficult to identify how or when your emotions impact your personal experiences. • You may miss out on increased understanding of yourself through a lack of self-reflection. 	<ul style="list-style-type: none"> • Spend some time considering your feelings and how they contribute to your mood. • Try to anticipate the possible impact that your emotional state could have on your behaviour. • Before jumping at the opportunity to help, try to evaluate whether that help is warranted or deserved. • Remember that your own needs and wants are just as valid as anyone else's. • Reflect on times you have successfully expressed your emotions and try to identify common themes. • If trying to express highly complex emotions, ensure that you take the time to reflect on them first. • Reflect on times that your personal experiences may have been influenced by your emotions and try to identify common themes. • Challenge yourself to put aside time for self-reflection on a somewhat regular basis.

EMOTIONAL INTELLIGENCE

Reflections

My ability to identify, recognise and manage emotions, along with an awareness of how those emotions impact the behaviour of others.

The things I should ponder here are

Overall Learning

Key learnings from my overall results are ...

The dimension that can hinder me most is

And therefore I need to ...

A key strength to leverage is

And I can do this by ...