



# UPPER MIDWEST CHAPTER

CLUB MANAGEMENT  
ASSOCIATION OF AMERICA

## Lumina Spark

Presented by

Jason P. Koenigsfeld

*Lumina Spark Facilitator*



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# Personality and Self-Awareness in the Boardroom

**Why examine Personality?**

**It's not personal it is personality**

**Self-Awareness (consciousness) –  
Understanding self as well as others  
(minimize blind spots)**

**Build Trust**

**Open Communication – Reading others  
for the betterment of the Board**

# Objectives

- To raise your self-awareness of who you are and how you interact and impact others.
- To deepen your relationships by instilling trust.
- To learn practical techniques for speed reading in order to build rapport and have more influence across your networks
- To eliminate personality issues to enhance productivity of boards.

# What Do You Think?

## Harvard Business Review 2002

What percentage of business discord is due to the lack of interpersonal communication skills NOT the competencies of the parties?

**87%**

# Know Thyself



Knowing others is intelligence;  
knowing yourself is true wisdom.

Mastering others is strength;  
mastering yourself is true power.

*Lao Tzu*

Aristotle



The most important relationship we can all have is the one you have with yourself, the most important journey you can take is one of self-discovery. To know yourself, you must spend time with yourself, you must not be afraid to be alone. Knowing yourself is the beginning of all wisdom.

AZ QUOTES



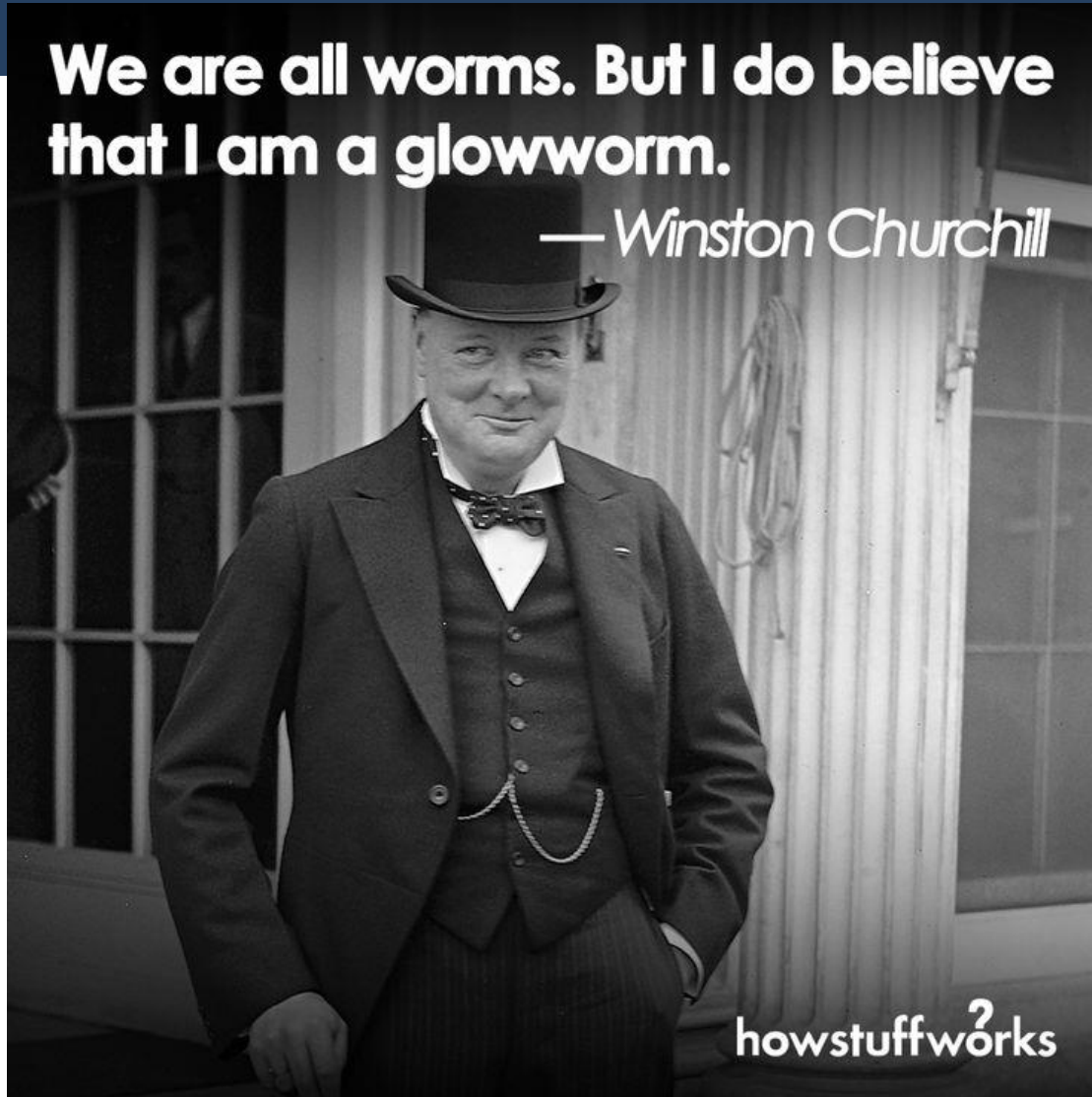
The best way to improve your team  
is to improve yourself.

— *John Wooden* —

AZ QUOTES

**We are all worms. But I do believe  
that I am a glowworm.**

*— Winston Churchill*



howstuffworks<sup>?</sup>

**“There are three things that are extremely hard: steel, a diamond, and to know one’s self.”**

Benjamin Franklin



**Speed Reading  
Used to Identify Behaviors in  
Others and Self Awareness**

According to the Harvard Business Review,  
how long does it take for humans to  
categorize others?



10 minutes



15 seconds



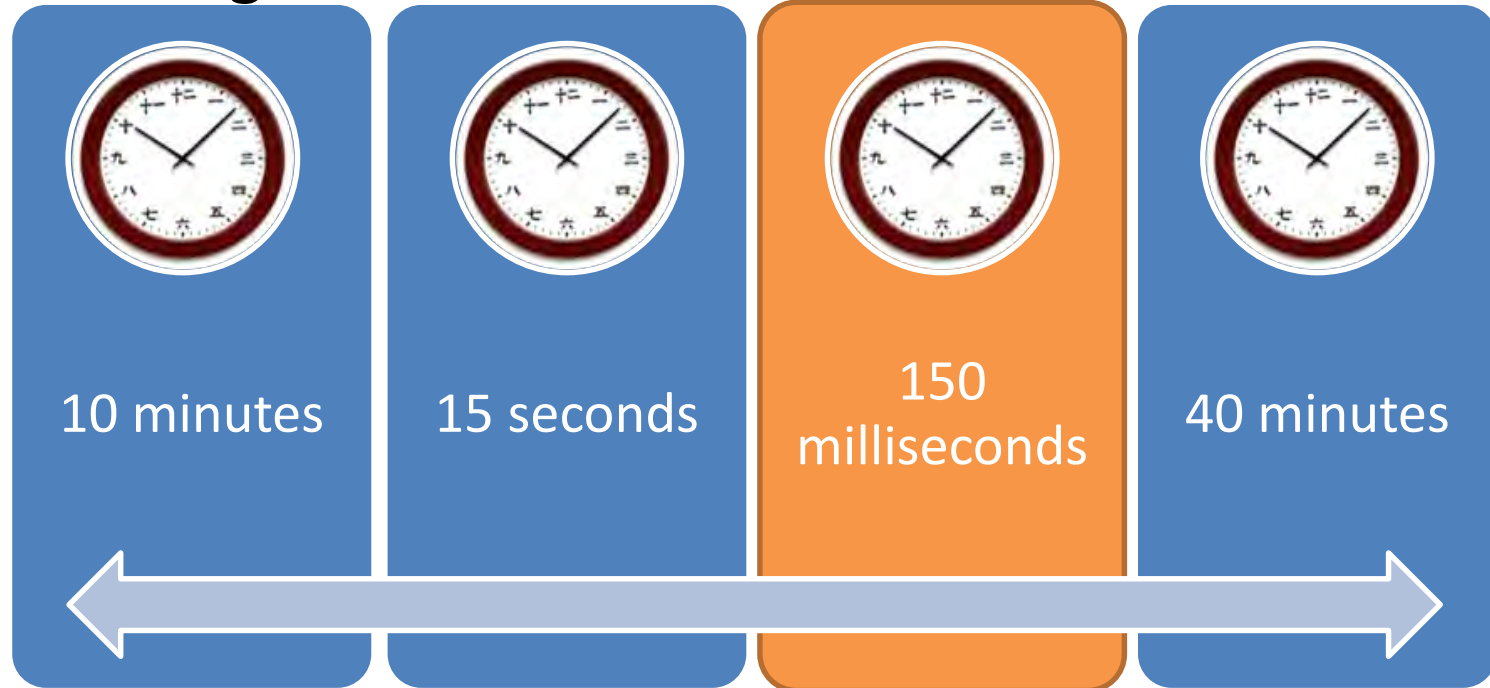
150  
milliseconds



40 minutes



According to the Harvard Business Review,  
how long does it take for humans to  
categorize others?



# Speed Reading

**Humans categorize  
others in less than  
150 milliseconds**



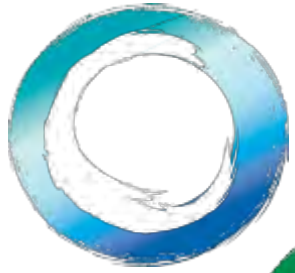
**Within 30 minutes, they've  
made lasting judgments  
about your character**

Source: Harvard Business Review  
"How to Pitch a Brilliant Idea" Kimberly D. Elsbach

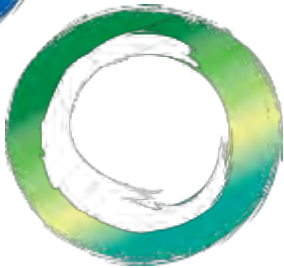
# Perceptions are Reality

- Our way of seeing things is not the only way
- We benefit from understanding the realities or perceptions of others.
- If you need to work with someone, why not take some time to see where they are coming from
- We may benefit from knowing how we are perceived by others
- How others perceive us may not be our reality, yet it is THEIR REALITY
- It may not be OUR TRUTH, yet it is THEIR TRUTH.

# Effective Use of Our Colors



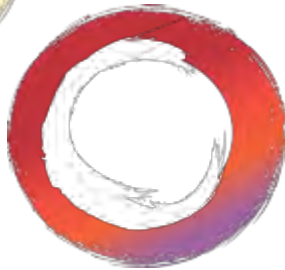
**Observing, Cautious, Evidence-Based, Practical, Reliable**



**Intimate, Accommodating, Collaborative, Empathetic, Adaptable**



**Spontaneous, Conceptual, Imaginative, Radical, Sociable**

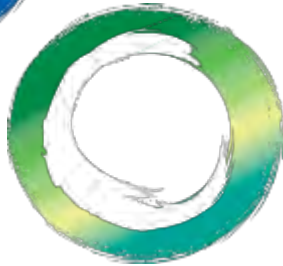


**Takes Charge, Tough, Competitive, Logical, Purposeful**

# Colors on a Bad Day or Overextended Behaviour



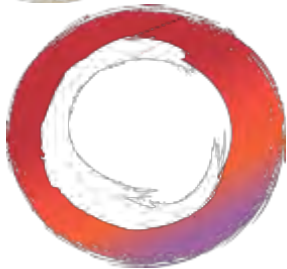
**Detached, Aloof, Change Resistant, Lost in Details, Narrow Sighted, Hesitant**



**Passive, Acquiescing, Consensus-Obsessed, Emotionally Stretched, Unfocused**



**Impulsive, Unfeasible, Fantasist, Change for Change's Sake, Can't be**



**Controlling, Seeks Conflict, Win at all costs, Argumentative, Goal-fixated**

# What colors do you see in these people?



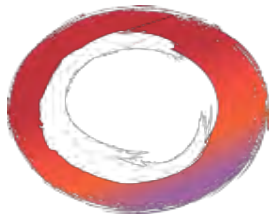
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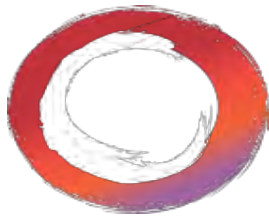
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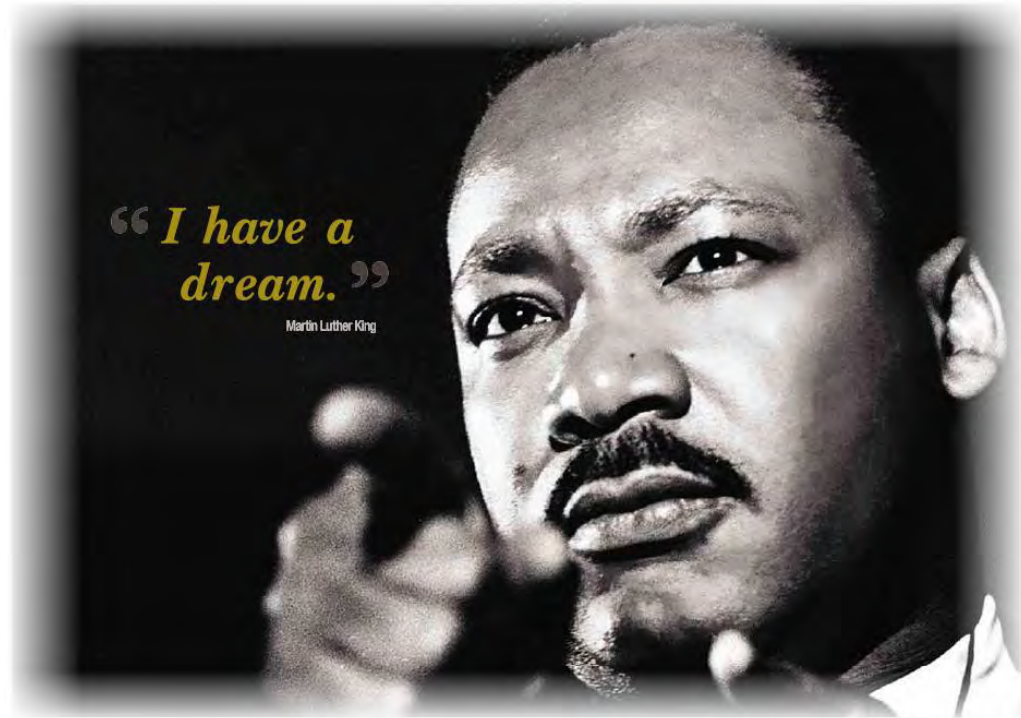
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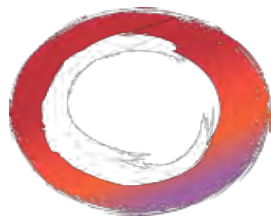
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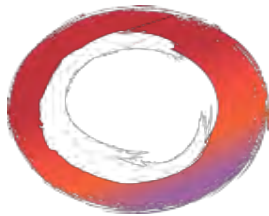
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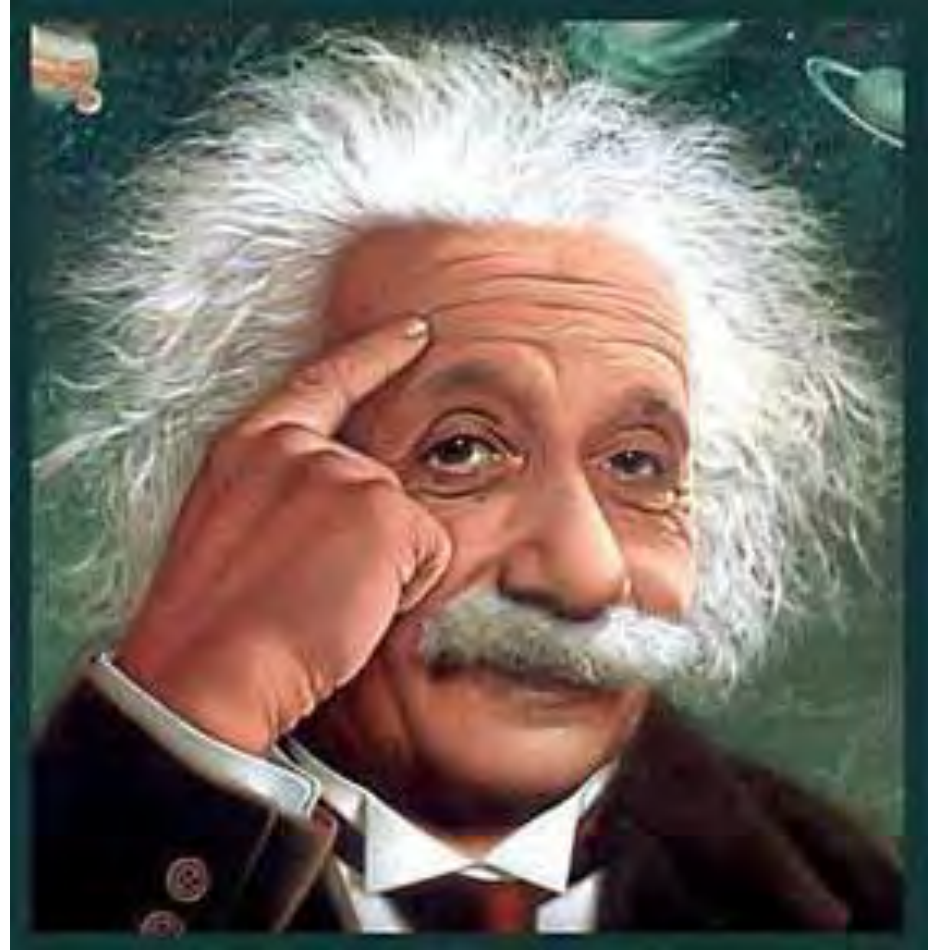
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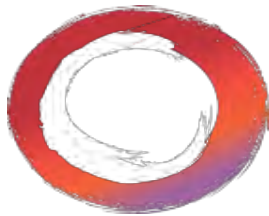
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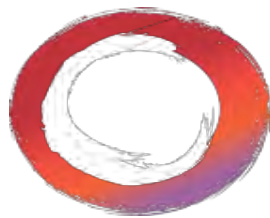
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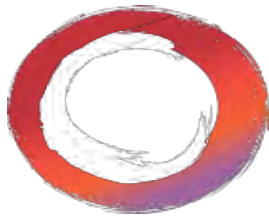
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# Guess Your Color

**GREEN**  
*empowering*

**YELLOW**  
*inspiring*

**BLUE**  
*conscientious*

**RED**  
*commanding*



# Your Three Personae

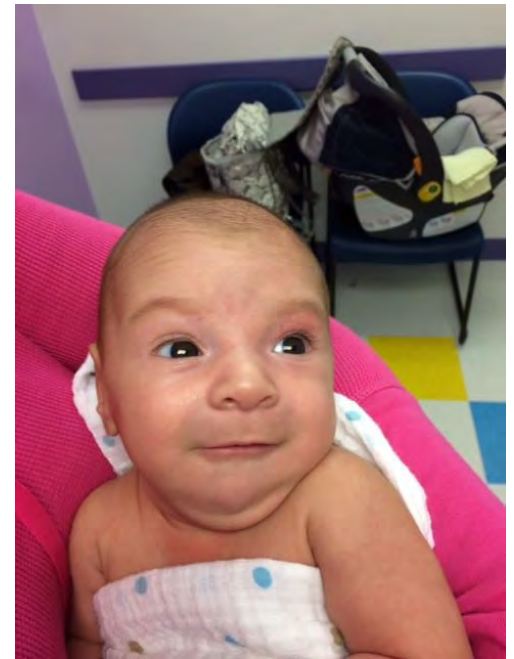
**Underlying**



**Everyday**



**Overextended**



# Your Underlying Persona



- This is who you are when you are most comfortable and not aware of how you are interacting. You may be alone or with people that you are so familiar with that you are unaware of how you are interacting
- Private self
- Not everyone will know this part of you
- Sometimes we forget this self too!

# Your Everyday Persona



- These are the qualities that you make a conscious effort to use
- Public self
- This is the “you that you approve of” and how you like to be seen by society
- This is how you like to be seen by society, work, etc.
- This is what you choose to do with your energy when you are aware of others being around

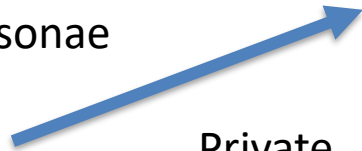
# Your Overextended Persona



- This is who you are under pressure
- This is your stressed self
- This is where you put your energy when you are stressed either physically, mentally, emotionally or spiritually
- You may be this for extended periods of time-chronic stress
- Qualities that you may not have seen previously may come to help you here

Your four color combinations or amounts may change between the three personae

**Underlying**  
self



Private

**Everyday**

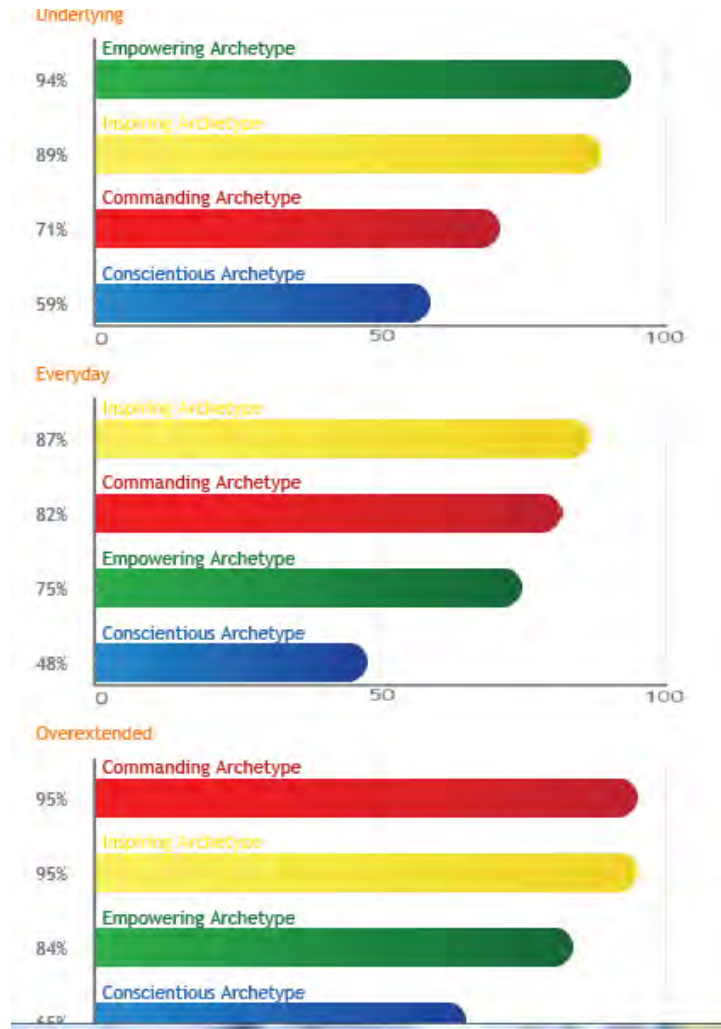


Public self

**Overextended**  
self



Stressed



# Now looking at your 24 Qualities in three situations

Your Twenty Four Qualities in detail



Your 24 qualities change between the three personae

Underlying

Private self

Everyday

Public self

Overextended

Stressed self

# Four Basic Patterns – page 41

## Focus on:

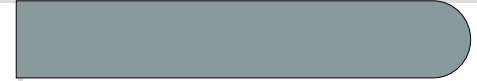
- underlying and everyday Personas
- one side of a dimension
- 'high' and 'low' scores

### KEY STRENGTHS

underlying: high



everyday: high



### POSSIBLE WEAK SPOTS

underlying: low



everyday: low



### HIDDEN TREASURES or SUPPRESSIONS

underlying: high



everyday: low



### CONSCIOUS EFFORTS or AMPLIFICATIONS


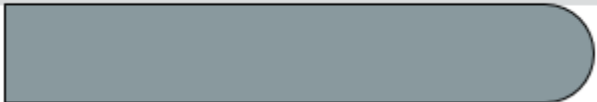
underlying: low



everyday: high



# What “key strengths” do you have to offer your Board?

KEY STRENGTHS	
underlying: high	
everyday: high	

Write “key strengths” on your top three key strengths on page 41

# Bob – Key STRENGTHS

Intimate

Accommodating

Collaborative

Empathetic

Adaptable

Flexible

Spontaneous

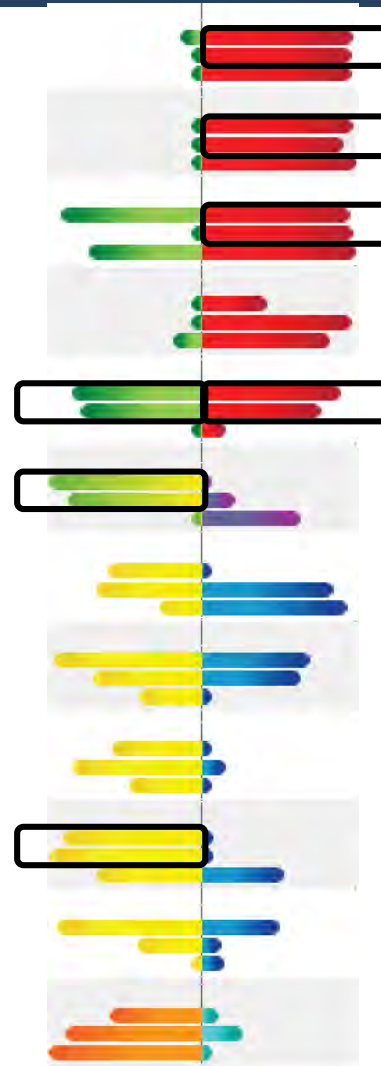
Conceptual

Imaginative

Radical

Sociable

Demonstrative



Takes Charge

Tough

Competitive

Logical

Purposeful

Structured

Reliable

Practical



Evidence-Based

Cautious

Observing

Measured

# What are your “weak spots” that could trip you up?

POSSIBLE WEAK SPOTS	
underlying: low	
everyday: low	



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# Bob – Possible Weak Spots

Intimate

Accommodating

Collaborative

Empathetic

Adaptable

Flexible

Spontaneous

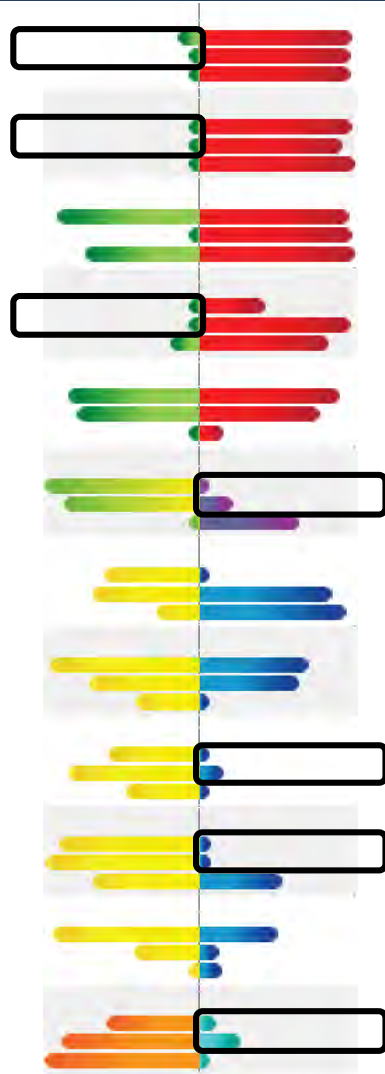
Conceptual

Imaginative

Radical

Sociable

Demonstrative



Takes Charge

Tough

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Structured

Reliable

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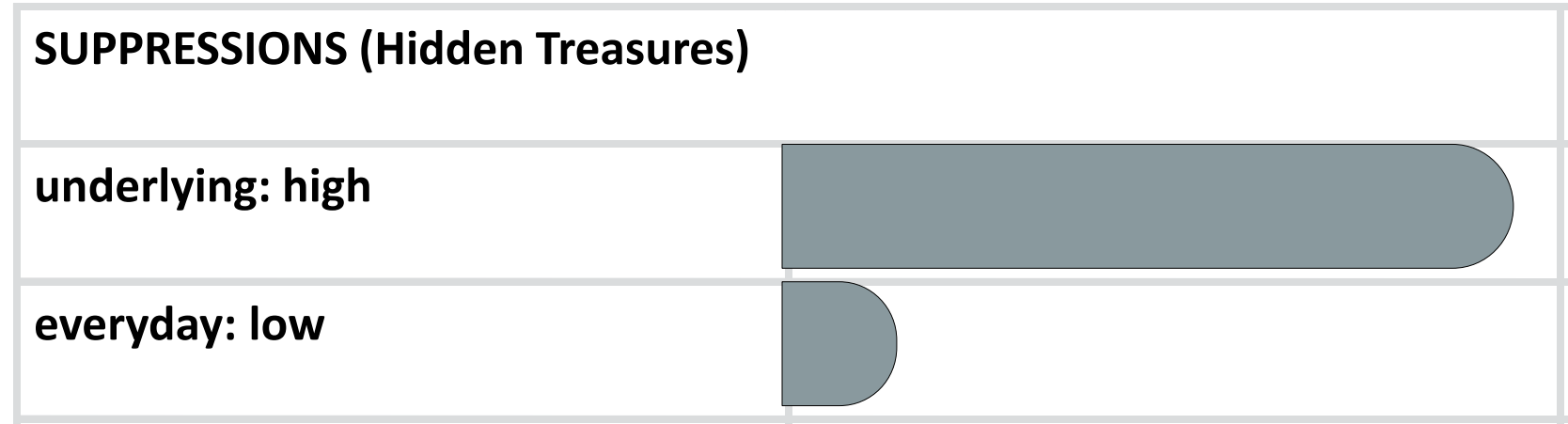
Evidence-Based

Cautious

Observing

Measured

# Suppressions



Quality that is:

HIGH in underlying

LOW in everyday

Write “S” beside your strongest one



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# Bob – Suppressions (Hidden Treasures)

Intimate

Takes Charge

Accommodating

Tough

Collaborative

Competitive

Empathetic

Logical

Adaptable

Purposeful

Flexible

Structured

Spontaneous

Reliable

Conceptual

Practical

Imaginative

Evidence-Based

Radical

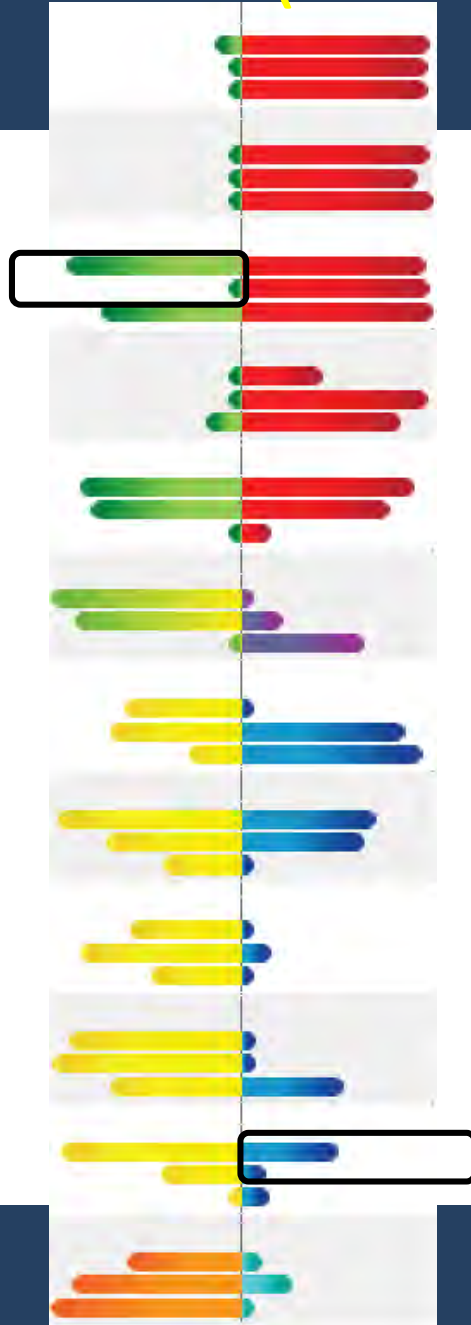
Cautious

Sociable

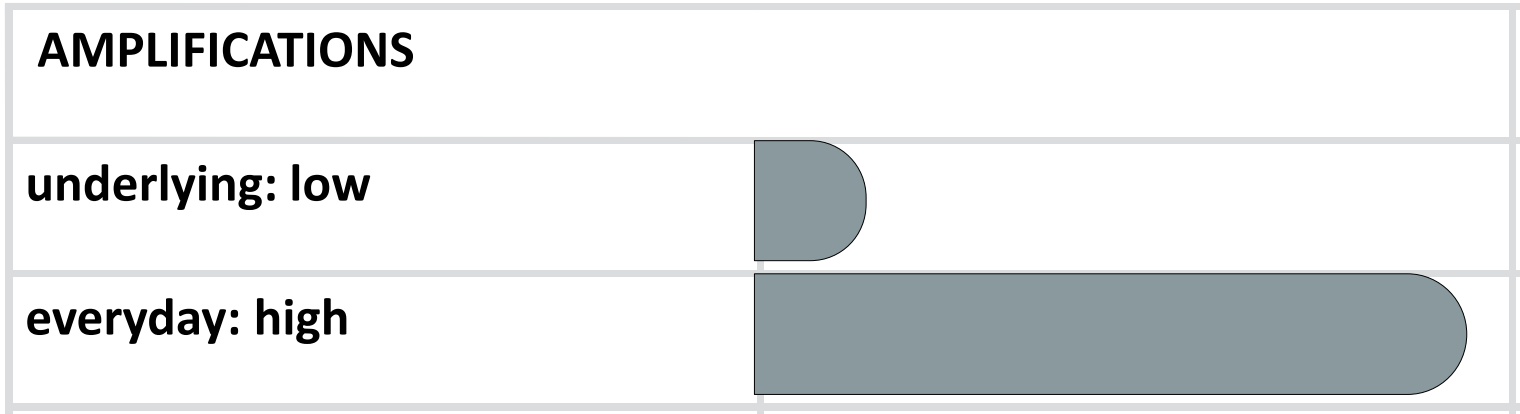
Observing

Demonstrative

Measured



# Amplifications



Quality that is:

LOW in underlying

HIGH in everyday

Write “Amp” beside your highest one



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# Bob – Amplifications

Intimate

Takes Charge

Accommodating

Tough

Collaborative

Competitive

Empathetic

Logical

Adaptable

Purposeful

Flexible

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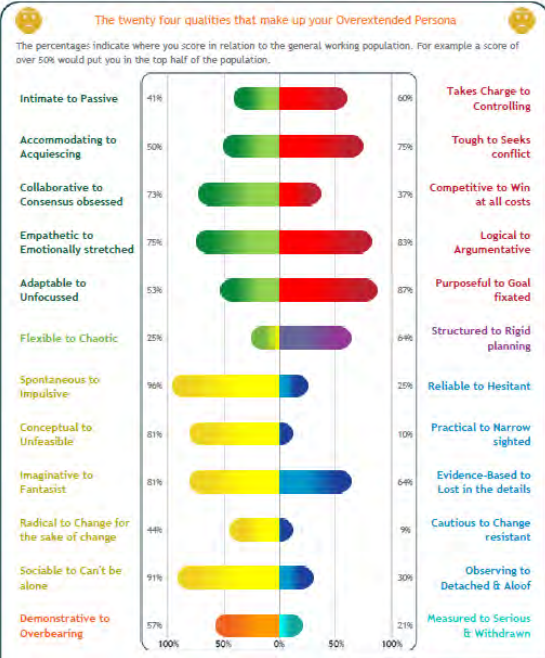
Observing

Demonstrative

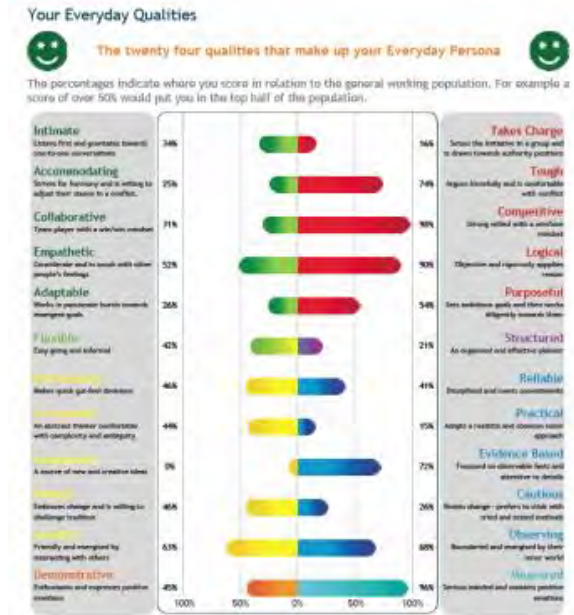
Measured



# Overextensions and Regaining Composure pg40



- This is who you are under pressure
- You may find that you use a quality to excess and ‘overplay’ one of your strengths
- Choose one **OVEREXTENSION** that you are aware of
- **NOW-** go to page 39 **EVERYDAY PERSONA** and choose two high qualities that you can lean on to regain composure
- Refer to your handout called “Journey to Composure”

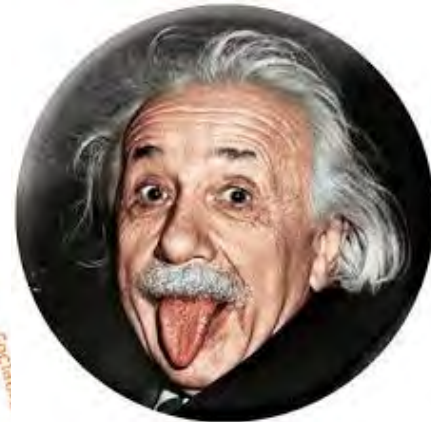
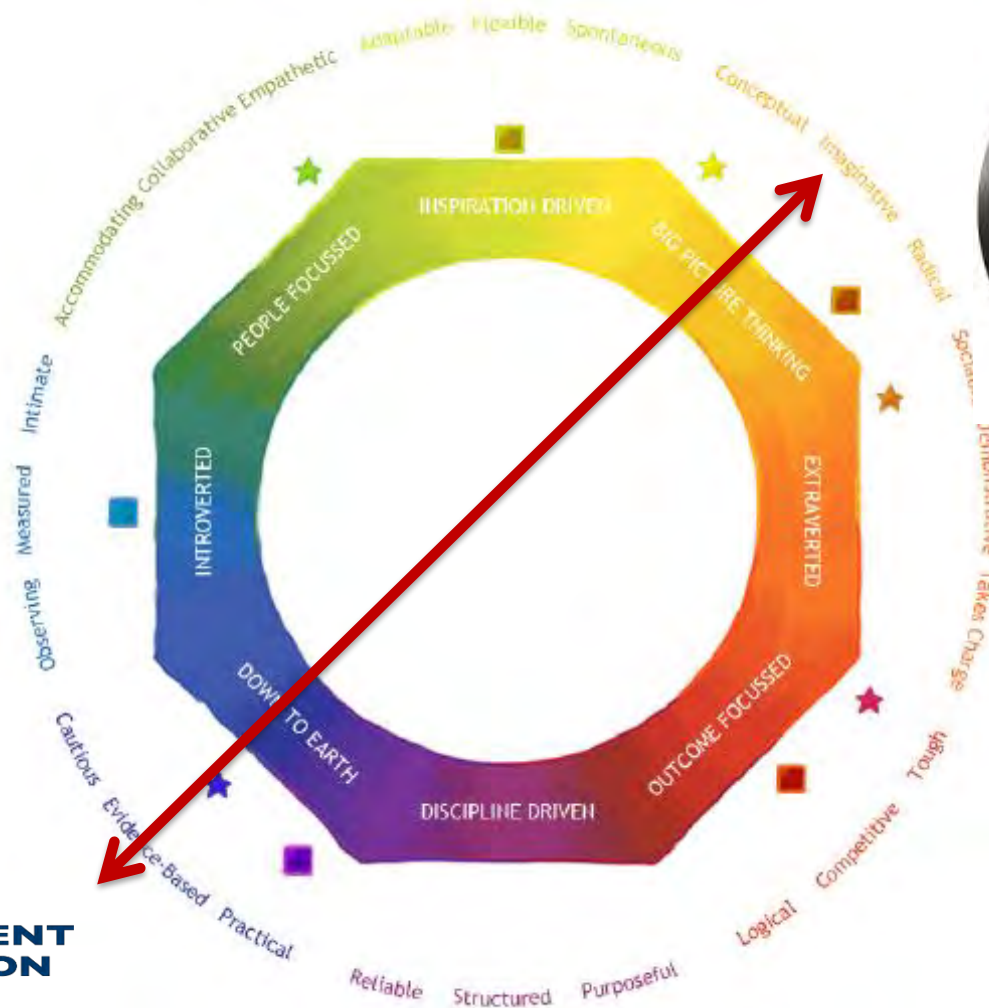


Page 40  
OVEREXTENSIONS

Page 39  
EVERYDAY  
PERSONA

# You could have MASTERY in BOTH! You might need both!

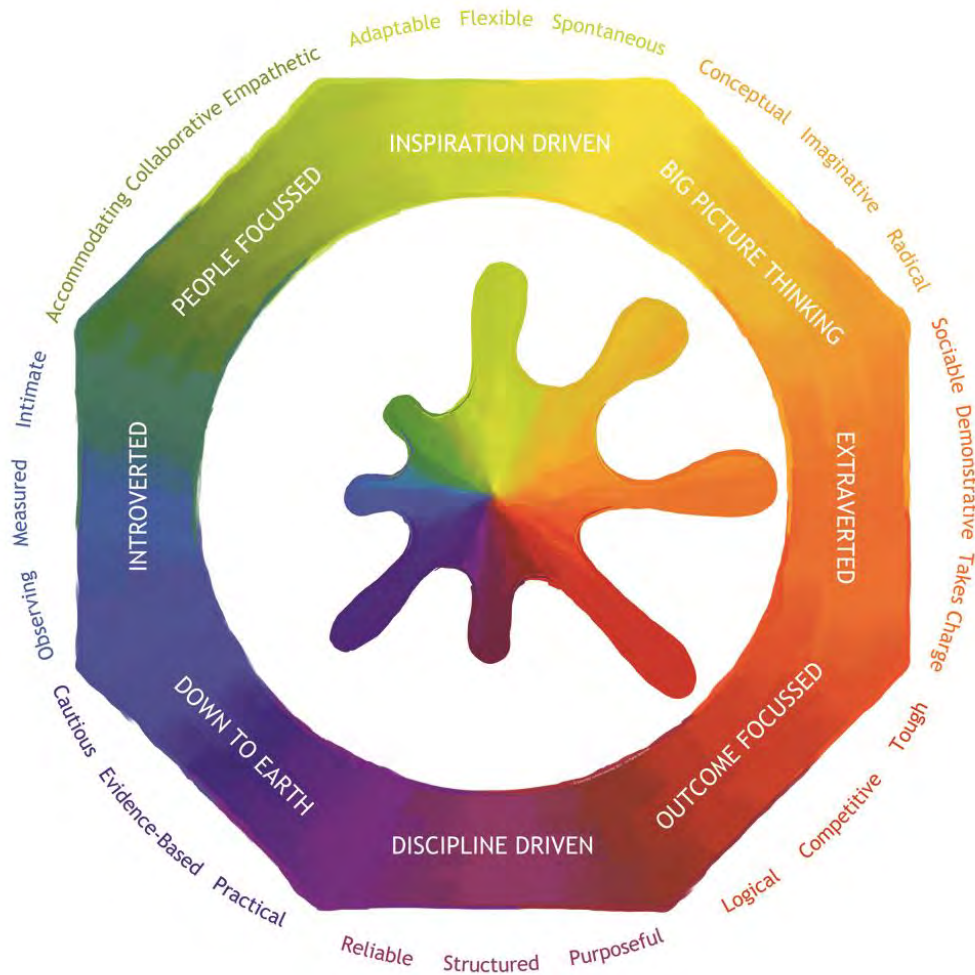
Who mastered  
imagination  
and being  
evidence-  
based?



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# Your Lumina Splash page 28

## Download free APP (pg. 66 for QR code)



This is your Lumina Splash  
It shows how much energy you spend in the eight areas of the sand box!

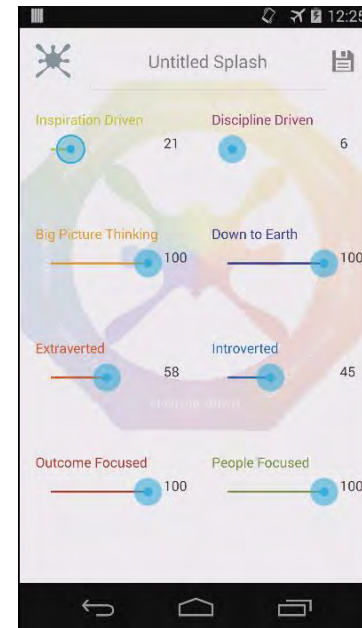
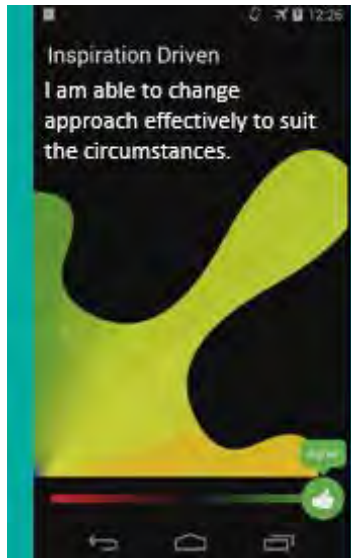
Download our free APP and scan the barcodes of your colleagues here on the last page of their portraits.

Use with friends and family by answering a mini-questionnaire on the APP and learn how to get along with them better!



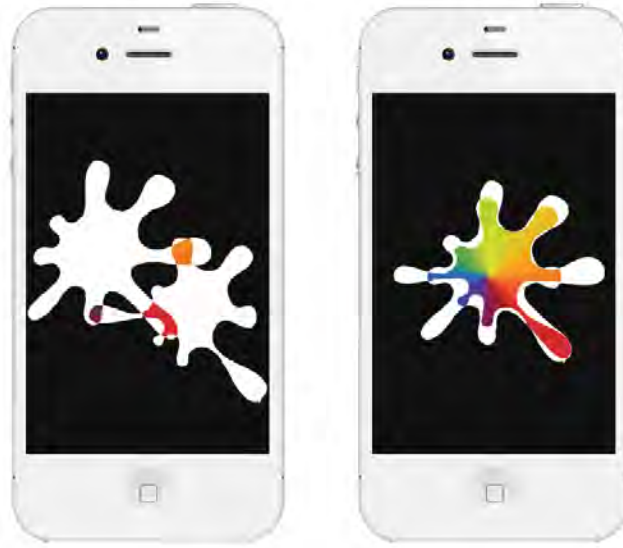
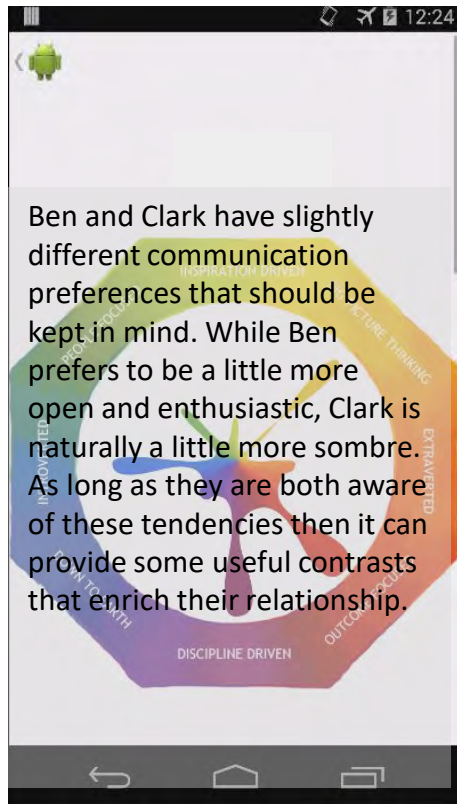
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# Read by QR Code or Create by Quiz or Freehand



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# Compare yourself to your clients or colleagues

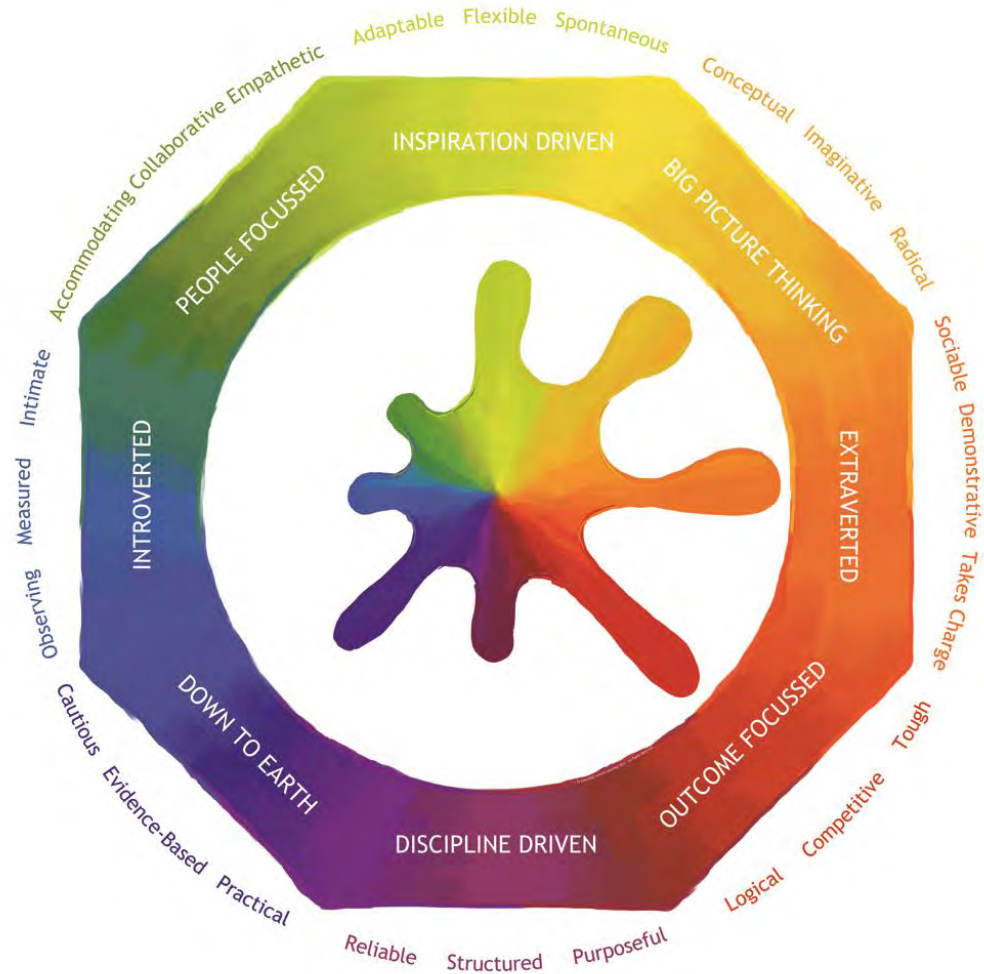


**Instructs on how to adapt your approach and communication strategies for enhanced effectiveness and relationship results**

# Application



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# Speed Reading using Qualities

- Think of one relationship you would like to improve
- What 5 qualities describe this person
- Check mark these qualities on this sheet

## GREEN

**Measured** - Serious minded and contains positive emotions  
**Intimate** - Listens first and gravitates towards one-on-one conversations  
**Accommodating** - Strives for harmony and is willing to adjust their stance in a conflict  
**Collaborative** - Team player with a win/win mindset  
**Empathetic** - Considerate and in touch with other people's feelings  
**Adaptable** - Works in passionate bursts towards emergent goals  
**Flexible** - Easy going and informal

## YELLOW

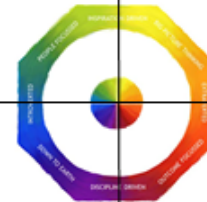
**Flexible** - Easy going and informal  
**Spontaneous** - Makes quick gut-feel decisions  
**Conceptual** - An abstract thinker comfortable with complexity and ambiguity  
**Imaginative** - A source of new and creative ideas  
**Radical** - Embraces change and is willing to challenge tradition  
**Sociable** - Friendly and energized by interacting with others  
**Demonstrative** - Enthusiastic and expresses positive emotions

## BLUE

**Structured** - An organized and effective planner  
**Reliable** - Disciplined and meets commitments  
**Practical** - Adopts a realistic and common sense approach  
**Evidence-based** - Focussed on observable facts and attentive to details  
**Cautious** - Resists change - prefers to stick with tried and tested methods  
**Observing** - ~~Boundaried~~ and energized by their inner world  
**Measured** - Serious minded and contains positive emotions

## RED

**Demonstrative** - Enthusiastic and expresses positive emotions  
**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 organized and effective planner



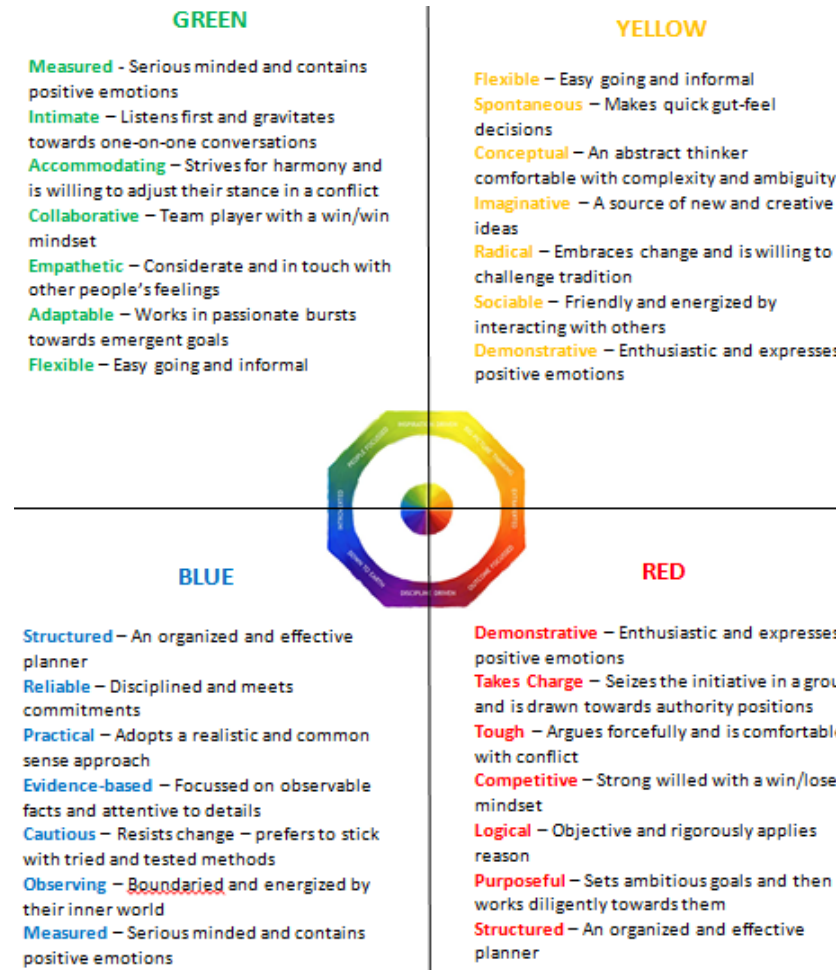
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# Suggestions for Rapport Building

Look at the same 5 qualities on this sheet

What can you DO or SAY

to have a better relationship with this person?





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*"Faith is taking the first step,  
Even when you can't see the whole staircase."*

*- Martin Luther King, Jr*

