



Team map of behaviours during pressure


Thriving under pressure looks different to everyone. Some of us can juggle deadlines comfortably but struggle when something new and unfamiliar pops up. Then there are those of us who love critical feedback but can't prioritise tasks when they begin to pile up. It's important for managers to be clued in on what triggers their team members. That way they can figure out the best time to jump in and the best way to help out.


- It's a team effort and down to leader and team members to play their role. Knowing how the impact of your communication, valuing the strengths of others, and knowing how to give and receive feedback is crucial to be able to play that role. Knowing how your words will land, appreciating what everyone brings to the table.
- Mapping out how pressure plays out for each individual team member is a great way to understand the dynamic of your team, spotting your team's strengths, and predict when things might go wrong so you can respond before tensions flare.


So, let's break this down and see where your team is at now and how to move forward to keep everyone performing at their best by filling in the areas below. But before we start, let's get familiar with common behaviours we all display during teamwork. Keep these in mind as we go through the exercise.

 **Effective**
Effective response resilience

 **Underlying Persona**
Your instinctive way of being, outside the external pressures.

 **Everyday Persona**
How you behave daily, interacting with the world.

 **Ineffective**
Ineffective response to resilience that can harm performance, relationships, and well-being

 **Overextended Persona**
What happens when you are under stress, potentially leading to unhelpful behaviours.

The Big Picture Thinking Aspect



Big Picture Thinking embodies creativity and visionary insight, driving people to challenge the status quo and advocate for transformative ideas, regardless of their unconventional nature.



Overextending in Big Picture Thinking may lead teams to impractical ideas and a dreamer's image, often prompting tangential discussions and perceived detachment from reality.

The Down to Earth Aspect



The Down to Earth Aspect signifies practicality and detail-oriented project management, with a preference for proven methods and a cautious approach to change.



Highly Overextended Down to Earth teams may resist change and dismiss creativity, focusing narrowly on details and missing out on broader improvements.

The Extraverted Aspect



The Extraverted Aspect reflects a love for social interaction and expression, where people thrive on sharing ideas and emotions, often becoming the vibrant centre of group activities.



An Overextended use of the Extraverted Aspect in teams can lead to emotional dominance in groups, overshadowing others, and a scattered focus that hinders solitary work.

The Introverted Aspect



Highly Introverted people are often perceived as reserved and thoughtful, excelling in solitary work, and carefully considering others' input before expressing their own views.



Overextended introversion in teams can manifest as aloofness and excessive reticence, leading to a perception of being distant and overly serious in group dynamics.

The People Focused Aspect



People with a People Focused Aspect are adaptable and seek harmony, often seen as peacemakers who value teamwork and show empathy without seeking the spotlight.



Highly People Focused teams may avoid confrontation and competition, leading to overlooked contributions and a tendency to prioritize others' needs over their own work.

The Outcome Focused Aspect



Outcome Focused people are goal-driven and logical, excelling in direct communication and negotiation, with a preference for concise, well-reasoned ideas.



Overextended Outcome Focused teams may become overly project-driven and dismissive, risking alienation and perceived insensitivity in group settings.

The Discipline Driven Aspect



Discipline Driven people prioritise self-discipline, precision, and punctuality, excelling in time management and systematic goal achievement within a structured framework.



Overuse of Discipline Driven traits in teams can lead to rigidity and a fixation on planning, hindering adaptability and the ability to embrace spontaneous opportunities.

The Inspiration Driven Aspect



Inspiration Driven people embrace flexibility and instinct, allowing goals to unfold naturally while using deadlines as motivation to innovate and create uniquely.



Overextended Inspiration Driven teams may become excessively adaptable, losing focus on goals, and struggling with timely execution due to a lack of planning.

Let's map the high levels behaviours in your team

Imagine the pressure is on and its full steam ahead for the team. What's going on?

What happens when things go wrong for my team during challenges and pressure?

Team Member Name	Effective Aspect And what it looks like when they do it during challenges	Overextended Aspect And what it looks like when they do it during challenges	What triggers them to go from Effective to Overextended?
[Team Member 1]			
[Team Member 2]			
[Team Member 3]			
[Team Member 3]			
[Team Member 4]			
[Team Member 5]			
[To add more rows to this table, right-click a cell, then select Insert > Rows Above / Rows Below]			



Helping people to remain in their Effective Aspects, rather than Overextended Aspects, is the aim of the game. People tend to Overextend when they're feeling stressed, under pressure or simply overplaying their strengths. It's the role of leaders and teammates to support themselves and those around them to be in their Effective way of being.

Your team triggers

List everyone's triggers from your table. Are there any common themes?

[Note down triggers and themes here]

Could any of the triggers be influence occurring from management style? It's often true that a leader's personal style sets the culture of the team, and also the tensions. Your thoughts?

[Your thoughts here]

If a majority of the team all have a common highest Aspect, could that be creating a blind spot in the team's approach? Your thoughts?

[Your thoughts here]

If a majority of the team all have a common highest Aspect, could that be putting pressure on those who are the minority to fill the gap?

[Your thoughts here]

Any other thoughts of your own?

[Your thoughts here]

The impact on each team member when things go wrong

Pick from our impacts list, or add your own in.

Example Impacts:

Burnout
Trust lost
Deadlines missed
Sacrificing quality to meet deadlines

Being late
Absence
Argumentative
Uncollaborative

Team Member Name	Impact on their performance	Impact on relationship with the team	Impact on their well-being
[Team Member 1]			
[Team Member 2]			
[Team Member 3]			
[Team Member 3]			
[Team Member 4]			
[Team Member 5]			
[To add more rows to this table, right-click a cell, then select Insert > Rows Above / Rows Below]			

Delving deeper to help people adapt better

Next we'll look at helping each team member find a precise Quality that they can be encouraged to act on next time their trigger occurs. When we look at high-level Aspects, we get quick and intuitive idea of what is going on inside of people, and what that looks like to everyone else.

To switch up how your team responds to pressure, pinpoint a Quality they're good at and suggest how they can lean on it more.

Let's keep it simple. Ask yourself, what is one standout Quality for each member that they can focus on when they notice they're stretching themselves too thin and beginning to Overextend? It could be their top strength, or maybe it's a hidden talent you've spotted that can be acted on instead.

Head to the table containing the Effective and Overextended 8 Aspects and 24 Qualities (page 10) to fill in the table below.

Team Member Name	Their trigger, which Overextended Aspect it causes, and why it occurs	The Qualities they can focus on to help them respond Effectively; they can be from multiple Aspects!	How those Qualities would help them to recover from being Overextended
[Team Member 1]			
[Team Member 2]			
[Team Member 3]			
[Team Member 3]			
[Team Member 4]			
[Team Member 5]			
[To add more rows to this table, right-click a cell, then select Insert > Rows Above / Rows Below]			

Now that you've got your teams dynamics all mapped out, you should be able to see the big picture of how everyone fits together.

Encouraging your team to get to know themselves by building their self-awareness and awareness of each other will be a powerful way to work better together. Recognising everyone's unique strengths, valuing the diversity of talent at the table, and knowing where everyone can chip in to help out when it's needed most is a solid move for boosting teamwork.

Think about how you can share the mapping with them and what you can do together as a team to value and support each other. Using the Three Personas, 8 Aspects and 24 Qualities as a framework will be valuable in getting everyone on the same page by helping them explore how their performance, relationships, and wellbeing can bring out the best in themselves and the team.



Accommodating

Diplomatic Forgiven Tactful



This quality fosters resilience through emotional intelligence and diplomacy. By avoiding unnecessary conflicts and maintaining harmonious relationships, accommodating individuals can navigate through stressful situations more smoothly, preserving their mental energy for overcoming challenges.



When Overextended, it can lead to being **Acquiescing**: Overly Accommodating individuals may avoid necessary confrontations to resolve issues, potentially leading to unresolved problems and internal resentment, weakening their resilience by not addressing issues head-on when needed.

Collaborative

Supportive team player Trusting Ensures others are acknowledged



Collaborative individuals build resilience by leveraging the power of teamwork. Their ability to work well with others and value collective input can lead to innovative solutions to problems and provide a support network during tough times.



When Overextended, it can lead to being **Consensus Obsessed**: By focusing too much on consensus, individuals may sacrifice their own needs or delay decision-making, hindering their ability to adapt quickly in challenging situations.

Empathetic

Compassionate Wants to understand people Altruistic



Empathy allows individuals to connect deeply with others, creating strong bonds that can offer support and understanding during adversity. Their capacity to see situations from others' perspectives can also help in finding balanced and nuanced solutions to challenges.



When Overextended, it can lead to being **Emotionally Stretched**: Empathising too deeply can lead to emotional burnout, diminishing one's own resilience by prioritising others' needs and emotions over self-care and personal boundaries.



Adaptable

Easy-going

Goal-evolving

Goes with the flow



Adaptable individuals thrive in change and uncertainty. Their ease in adjusting to new circumstances makes them particularly resilient, as they can pivot quickly in response to adversity without losing momentum.



When Overextended, it can lead to being **Unfocused**: Being too adaptable can result in a lack of direction and commitment to goals, undermining resilience by failing to maintain a clear focus on overcoming specific obstacles.

Flexible

Minimises bureaucracy

Relaxed about order

Loose planner



Flexibility is a key component of resilience. By being willing to bend and not break under pressure, flexible individuals can navigate challenges with creativity, often finding unconventional solutions that rigid thinking might miss.



When Overextended, it can lead to being **Chaotic**: Excessive flexibility can create disorganisation and confusion, reducing resilience by neglecting structured approaches that might better navigate through adversity.

Spontaneous

Carefree with commitments

Needs to be inspired

Acts on impulse



Spontaneity includes the ability to act quickly and decisively in the face of unexpected challenges. This quality can lead to rapid responses to adversity, leveraging the element of surprise or the momentum of immediate action to overcome obstacles.



When Overextended, it can lead to being **Impulsive**: Spontaneity, when overplayed, can lead to rash decisions and mistakes, compromising resilience by not allowing time for thoughtful planning or consideration of consequences.



Conceptual

Learns by theory Likes complexity Sees trends and patterns



Those with a conceptual approach to life use their ability to see the bigger picture and connect disparate ideas to foster resilience. They can conceptualise solutions to navigate through adversity, often foreseeing long-term outcomes and planning accordingly.



When Overextended, it can lead to being **Unfeasible**: Overly conceptual thinking may detach individuals from practical solutions, weakening resilience by pursuing complex ideas without grounding them in reality.

Imaginative

Creative Appreciates aesthetics Sees possibilities



Imagination fuels resilience by enabling individuals to envision possibilities beyond current limitations. By imagining different futures, they can inspire hope and motivation, both in themselves and others, during tough times.



When Overextended, it can lead to being a **Fantasis**: An overactive imagination can distract from actionable steps towards overcoming challenges, leading to a form of resilience that is not anchored in practicality.

Radical

Seeks variety Unconventional Non-conformist



Embracing change and being open to new experiences allow radical thinkers to adapt and thrive in ever-changing environments. Their willingness to challenge the status quo and explore unconventional paths can lead to breakthroughs in resilience.



When Overextended, it can lead to **Change for the Sake of Change**: Pursuing change without purpose can disrupt stability and hinder effective response to challenges, diminishing resilience by creating unnecessary upheaval.



Sociable

Outgoing

Socially confident

Talkative



Sociable individuals draw strength from their connections with others. Their ability to network and communicate effectively can open doors to resources and support systems crucial for bouncing back from adversity.



When Overextended, it can lead to **Can't be Alone**: Overly sociable individuals might depend too much on others for support, potentially undermining their resilience by not developing sufficient self-reliance.

Demonstrative

High-spirited

Expressive

Good verbal skills



Demonstrative individuals use their energy and optimism to motivate themselves and others. Their resilience is reinforced by their ability to maintain a positive outlook and encourage others to persevere through challenges.



When Overextended, it can lead to being **Overbearing**: Demonstrative qualities, when excessive, can alienate others, limiting the support network vital for resilience and potentially leading to isolation.

Takes Charge

Enjoys influencing groups

Assertive

Comfortable with responsibility



Taking charge involves leading oneself and others through adversity with confidence and decisiveness. This quality builds resilience by fostering a sense of control and purpose during crises.



When Overextended, it can lead to being **Controlling**: Taking charge excessively can strain relationships and reduce collaborative support, crucial for resilience, by not allowing others to contribute or take initiative.



Tough

Candid

Likes to challenge

Doesn't need to be popular



Tough individuals confront challenges head-on, using their strength to persevere through adversity. Their direct approach and willingness to face difficult truths can lead to effective problem-solving and resilience.



When Overextended, it can lead to **Seeking Conflict**: Being overly tough and confrontational can create additional stress and resistance, hindering the collaborative problem-solving, necessary for resilience.

Competitive

Winning focused

Proud

Self-promoting



A competitive spirit can drive individuals to overcome obstacles and emerge victorious from challenging situations. Their desire to win and be the best, provides motivation and resilience in the face of adversity.



When overextended it can lead to needing to **Win At All Costs**: Extreme competitiveness can isolate individuals, diminishing resilience by sacrificing relationships and teamwork for personal success.

Logical

Critical thinker

Values reasoning

Shrewd



Logical thinking aids resilience by enabling individuals to assess situations objectively, identify practical solutions, and make rational decisions under pressure, thereby navigating through challenges efficiently.



When Overextended, it can lead to being **Argumentative**: Overly logical individuals might alienate others with critical or dismissive attitudes, reducing the empathy and understanding that strengthen resilience.



Purposeful

Sets clear goals Determined Focused



Purpose-driven individuals use their goals and determination as a compass through adversity. Their clear vision and unwavering commitment provide the resilience needed to overcome obstacles.



When Overextended, it can lead to being **Goal-Fixated**: Being excessively purposeful can lead to burnout and strained relationships, undermining resilience by neglecting the flexibility and adaptability needed in crisis situations.

Structured

Methodical Orderly Follows processes



Structured individuals rely on organisation and planning to build resilience. By preparing for potential challenges and having contingency plans, they can mitigate the impact of adversity and maintain progress toward their goals.



When Overextended, it can lead to **Rigid Planning**: Excessive structure can prevent adaptation to unforeseen challenges, limiting resilience by not allowing for necessary adjustments in response to changing circumstances.

Reliable

Diligent Punctual Honours commitments



Reliability includes a strong sense of duty and responsibility, which can be a powerful foundation for resilience. Their commitment to meeting obligations and deadlines ensures that even in tough times, they find ways to persevere.



When Overextended, it can lead to being **Hesitant**: Overreliance on reliability can lead to indecision and missed opportunities, weakening resilience by avoiding risks that could lead to growth or solutions.



Practical

Learns by doing

Keeps it simple

Realistic



Practicality involves focusing on tangible actions and achievable steps. This quality allows individuals to tackle problems methodically, building resilience by making steady progress in overcoming obstacles.



When Overextended, it can lead to being **Narrow Sighted**: Being too practical can close off innovative solutions, undermining resilience by not considering alternative approaches to overcoming obstacles.

Evidence-Based

Needs information

Values precision

Factfinder



Basing decisions on evidence and experience provides a solid foundation for resilience. By relying on what has been proven to work, these individuals can navigate adversity with confidence and effectiveness.



When Overextended, it can lead to getting **Lost in the Details**: Focusing too much on evidence can hinder the ability to act decisively, reducing resilience by slowing down response times in situations requiring quick decisions.

Cautious

Risk averse

Plays it safe

Reluctant to change



A cautious approach to challenges can lead to resilience by minimising risks and avoiding potential pitfalls. Their prudence ensures that decisions are well-considered, enhancing the ability to withstand adversity.



When Overextended, it can lead to being **Change Resistant**: Excessive caution can prevent adaptation and growth, crucial components of resilience, by avoiding necessary risks and changes.



Observing

Prefers small groups

Takes time making connections

Reserved



Observant individuals build resilience by carefully analysing their environment and learning from it. Their reflective nature allows them to gain insights and strategies that help in overcoming challenges.



When Overextended, it can lead to being **Detached and Aloof**: Overly observing individuals may isolate themselves, weakening resilience by not engaging with support networks or collaborative problem-solving.

Measured

Serious

Prefers written communication

Controls emotions



By controlling their emotional responses and proceeding calmly, measured individuals can maintain resilience in the face of stress. Their ability to stay composed under pressure is a key asset in navigating adversity.



When Overextended it can lead to being **Serious and Withdrawn**: Being too measured can lead to a lack of emotional connection and support, essential for resilience, by not sharing vulnerabilities or seeking help.

Intimate

Good listener

Prefers one-to-one

Low-key



Preferring deep, one-on-one interactions, intimate individuals can forge strong, supportive relationships that are essential for resilience. Their focus on meaningful connections provides emotional support and understanding during difficult times.



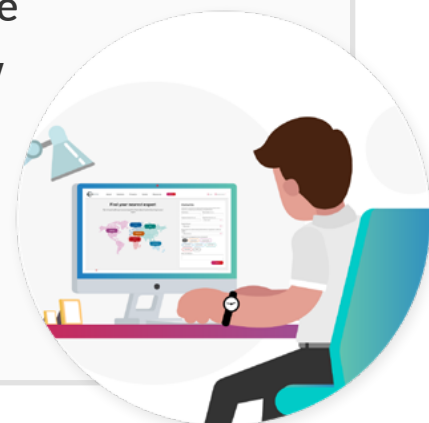
When Overextended, it can lead to being **Passive**: Excessive intimacy-focused behaviours can result in a lack of assertiveness, undermining resilience by not advocating for oneself or taking initiative in challenging situations.

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