Facet5
SpotLight

Development Report
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Founded on the highly respected Facet5 model of Personality[1], SpotLight can light the path to self-awareness.

What is SpotLight?

Self-awareness is pivotal to individual development. Trainers and Coaches may differ in when and how they deliver this but few deny its value and relevance.

Self-development starts with a good understanding of your personal style and the attitudes, values and beliefs that drive it. This, together with an appreciation of how you might be seen by others, and a language for describing differences in behaviour, lend background, perspective and a framework to any developmental exercise.

The SpotLight Development Matrix

The SpotLight Development Matrix provides individuals with their personality related Strengths, Risks, Frustrations and Challenges. SpotLight provides immediate, personal feedback and also delivers a simple, practical process for creating tailored development goals and plans.

Spotlight should be seen as a starting point for building development plans. It highlights potential strengths and development issues. It should be viewed in the light of other relevant information such as the requirements of your current role or future aspirations within your organisation.

What does the SpotLight Report show?

Strengths	**Risks**	**Frustrations**	**Challenges**
Strengths are things you do well. They require little effort, come naturally to you and will be seen by others.	A Risk appears when you take your Strength to extremes. Then it works against you. It can become a weakness.	Frustrations arise when others are different from you. They work differently and that causes tension.	Your Challenges are potential development goals related to your Risks and Frustrations

To help you understand how these impact you at work we have grouped them into **five Domains** as follows:

	Making decisions and setting goals	Do you decide quickly or take time to think? Do you argue strongly or try to placate others? Do you decide independently or see what others think?
	Engaging with and consulting others	Are you openly enthusiastic or more reserved? Do you socialize easily or prefer privacy? Do you discuss broadly or prefer private research?
	Focusing on people and tasks	Do you focus on the task or look at the big picture? Do you make allowances for others or expect them to look after themselves? Do you trust what you are told or do you look for proof?
	Managing your work and commitments	Do you prefer to be structured and to plan ahead or do you prefer to remain flexible? Are you careful and prudent or prefer to keep a light and responsive touch?
	Responding to stress and identifying risk	How do you respond to stress and identify risk? Is it normal for you to feel anxious about things or are you generally relaxed? Do you always see the bright side or do you continually check for obstacles?

SpotLight Development Matrix

Making decisions and setting goals

Strengths	Risks	Frustrations	Challenges
You ...	**You may be seen as ...**	**You may be frustrated by ...**	**Your challenge could be to ...**
you can see the benefits of both points of view	giving in to strong arguments from others	people who impose their views on others or alternatively, wont say what they want	hold your ground when challenged strongly and make sure everyone is listened to
are patient and tolerant. You listen to others and avoid arguments	*ignoring your own interests to avoid an argument. Giving in too quickly*	*argumentative people. People who are quick to talk but seem unwilling to listen*	*recognise when it is important to speak up and defend yourself. Don't just walk away.*
adapt your approach to reflect the views and values of your team	**reluctant to push an idea if it meets with resistance from others**	**people who question the value of team opinion or who don't consult others**	**develop your ideas more independently and don't defer to others views too quickly**

Engaging with and consulting others

Strengths	Risks	Frustrations	Challenges
You ...	**You may be seen as ...**	**You may be frustrated by ...**	**Your challenge could be to ...**
prefer to stand back and think things through before speaking	**uninterested and unenthusiastic. Distant and cool**	**people who act without sufficient thought and don't follow through**	**show interest by asking questions that could help your own and others' thinking**
are effective in small groups but can work alone if required	**reserved and difficult to draw out when meeting people for the first time**	**not having enough time to yourself. Being forced into social situations**	**practice ways of opening or controlling conversations with new people**
can develop ideas independently but will also value input from the outside world	waiting for input from others. Not taking the initiative	people who are either too quick to change their views or too insular and detached	encourage people to share and discuss. Push to make sure all alternatives are covered

Statements in bold and italics show where you are most likely to differ from other people.
Statements in bold show where you differ slightly from other people.
Statements in regular font show where you are similar to other people.

Focusing on people and tasks

Strengths	Risks	Frustrations	Challenges
You ...	**You may be seen as ...**	**You may be frustrated by ...**	**Your challenge could be to ...**
are focused on the well being of others and do not take advantage	**overcommitting, preferring to take on work yourself rather than delegate or impose on others**	**people who are blunt, direct and insensitive in their dealings with others**	**learn to delegate or ask for help. It could provide others with valuable experience**
are willing to help others without jeopardising your own interests	failing to pick up on subtle cues and only responding to direct requests for help	people who are either overly demanding or overindulgent and tolerant	be aware of the support others need, specially when you are busy yourself
take people at face value and preserve relationships. You trust others	too trusting of the people you work closely with. Unquestioning and naive	cynics who always question other peoples' motives	preserving relationships is important but be alert to those who will take advantage

Managing your work and commitments

Strengths	Risks	Frustrations	Challenges
You ...	**You may be seen as ...**	**You may be frustrated by ...**	**Your challenge could be to ...**
champion the need for freedom and the autonomy to choose how to go about your work	*disorganised and undisciplined. Constantly challenging rules*	*people who tell you what to do and restrict you or impose their idea of process*	*prove that your radical ideas can work. Be realistic about what you can deliver*
are free thinking and non-judgemental. You adapt easily to changing situations	*casual, irreverent, irresponsible and rebellious*	*people who insist there is a right and wrong way for everything and everybody*	*select how and when you challenge the status quo. There may be unforeseen consequences*

Responding to stress and identifying risk

Strengths	Risks	Frustrations	Challenges
You ...	**You may be seen as ...**	**You may be frustrated by ...**	**Your challenge could be to ...**
are vigilant and alert to dangers. You are aware of situations around you	*overreacting to situations and overly cautious*	*complacency in other people. People who seem unaware*	*when feeling anxious check with others to establish a sense of proportion*
have a strong sense of urgency and are vigilant and alert	*always expecting the worst. Seeming negative and unsure*	*people who ignore your concerns. Who assume things will just work out*	*maintain a sense of proportion and remember past achievements. Try to be more objective*

Statements in bold and italics show where you are most likely to differ from other people.
Statements in bold show where you differ slightly from other people.
Statements in regular font show where you are similar to other people.

For SpotLight to be useful it must provide information that you understand and can relate too. This section of your report provides a process for exploring your Matrix and formulating a development plan that is meaningful to you.

About the Development Planner

Step 1 is designed to make you really think about behaviours that are working well for you and those that are proving less effective.

Step 2 helps you create your first development goal.

Step 3 has you producing a detailed action plan.

You will find a fully Worked Example attached and a blank Development Form for use later in the exercise.

Two heads are better than one

You may choose to complete the process alone but working with a partner has a number of advantages as they:

- act as a sounding board;

- help you think things through by offering another point of view and challenging your attitudes and assumptions;

- can open up opportunities or solutions that you had not thought of.

There is a strong case for forming development partnerships with people from within your organisation. They have an insider's knowledge of the workplace culture, operating standards, practices and accountabilities and an appreciation of constraints;

Partnerships where both parties are working on their development can also work well. In this case you will take it in turns to act as 'coach' for each other.

Objective

To determine which Strengths present a development challenge for you.

There are **three** types of Challenges that could be associated with any of your Strengths:

- The Challenge statements in your Matrix relate to a Strength you **overplay** and is now a Risk.

Review and reflection may reveal two additional types of challenges:

- A Challenge related to a Strength that you **underplay** – this could be something you have not previously recognised, have undervalued or have had little opportunity to apply

- A Challenge related to a Strength you **overplay** in response to a Frustration.
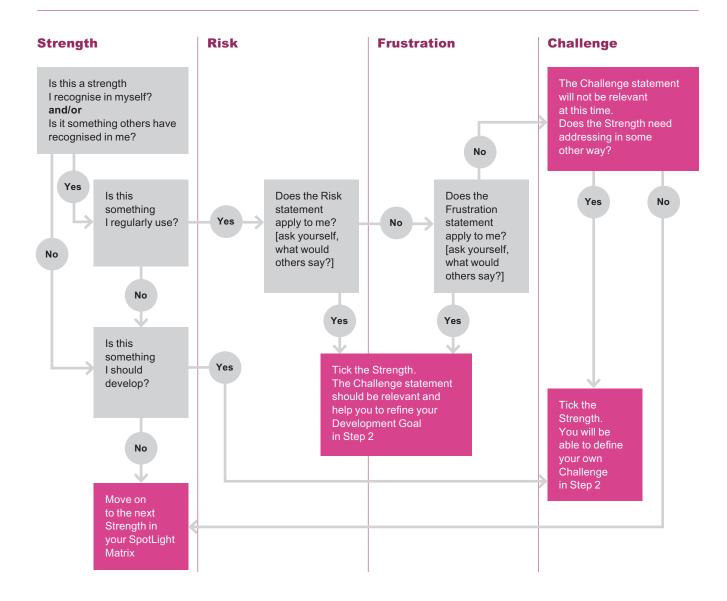
Guidelines

- Review all of the statements in your SpotLight Report. SpotLight uses shading to show where your approach is most likely to differ from the average person. We suggest that you pay particular attention to these but the decision about what to prioritise should be based on your own analysis and judgement.

- Think about your results in relation to your behaviour, performance and the quality of your relationships at work. Do the statements reflect your understanding of yourself, your experience or any feedback you might have received?

- Be honest with yourself. This is a time for reflection. Avoid the temptation to dismiss anything that you do not like or would rather not acknowledge.

Process

Work through each of the five Domains in turn.

Review the associated Strengths, Risks, Frustrations and Challenges using the chart below.

Decide which strengths contain *any* kind of development challenge for you and identify them by ticking the boxes provided in your report.

Strength   Risk   Frustration   Challenge

Is this a strength
I recognise in myself?
and/or
Is it something others have
recognised in me?

Yes

No

Is this
something
I regularly use?

Yes

No

Is this
something
I should
develop?

Yes

No

Does the Risk
statement
apply to me?
[ask yourself,
what would
others say?]

Yes

No

Does the
Frustration
statement
apply to me?
[ask yourself,
what would
others say?]

Yes

No

The Challenge statement
will not be relevant
at this time.
Does the Strength need
addressing in some
other way?

Yes   **No**

Tick the Strength.
The Challenge statement
should be relevant and
help you to refine your
Development Goal
in Step 2

Tick the
Strength.
You will be
able to define
your own
Challenge
in Step 2

Move on
to the next
Strength in
your SpotLight
Matrix

Objective

The aim of a Development Goal is to define the change in behaviour that you want to make to address your Challenges.

Guidelines

We recommend that you select one Challenge to work on at any one time.

Process

Of the Strengths you have ticked, decide which, if developed or managed, **would make the most significant difference to your effectiveness at work**.

Using the blank **Development Form** provided, record the Strength you have selected.

Answering the questions below will then help you to:

- describe what is happening now;

- describe the nature of the Challenge;

- create the Development Goal to describe what you want to achieve. These usually include the words 'I will' and should be stated in the positive (see **Examples** below).

Questions

- Why is this strength important for you to address?

- What is happening now?

- How will it help you in your role?

- What are the consequences of not working on it – for you and for those you work with?

- So what would you like to achieve?

Examples

Strength	Challenge	Development Goal
I hold strong views about most things and am able to explain them well	To develop the strength To develop the ability to express my views when dealing with more senior people	I will express my views when I believe it could improve outcomes
I plan and implement procedures to drive and monitor performance	To avoid the risk To moderate my use of this strength to allow for new approaches that could improve performance	When faced with a task I will consider new, more innovative ways to approach it
I am patient and tolerant	To manage the frustration To develop effective ways of dealing with argumentative people	I will be more assertive with argumentative people about issues that are important to my team or me

Guidelines

Work through the following questions and record your findings in the relevant section of your Development Form.

Process

New behaviours I will use to achieve this goal

- What do you need to do differently in terms of behaviour?

- What would your wisest friend/colleague advise you to do?

- What do you see others do in similar circumstances that make them successful?

- What do they do that you can emulate?

- What kind of attitude would it be useful for you to develop to support this new behaviour?

Committing to building new habits

- What opportunities are there to try these new behaviours?

- When will you do this by?

- What support do you need and from whom?

- What could get in the way of you progressing your goal?

- How will you overcome this?

- How will you know you have succeeded?

Development Form Worked Example

Name		Date	Coach
Strength	**The Challenge**		**Development goal**
I hold strong views about most things and am able to explain them well.	To develop the strength. To develop the ability to express my views when dealing with more senior people.		I will express my views when I believe it could improve outcomes.

1 What is happening now?

I lack the confidence to voice my views when they differ from those of more senior colleagues.
I respect their experience and position and their ability to make quick decisions.
I know that I have a much better solution to our Production Line Maintenance problem than is currently being proposed but I am unsure how well it will be received.
Our senior management is very traditional and hierarchical and new ideas are not always welcome.
Introducing new ideas is important for the future of our organisation and I would be letting myself and others down if I do not grasp this opportunity to challenge current thinking.

2 New behaviours I will use to achieve my goal

Ask for support and advice.
Do the research to add credibility to my ideas.
Develop my writing and presentation skills.
Adopt the attitude 'nothing ventured, nothing gained' and 'it is better to have failed than never to have tried'.

3 Committing to building new habits

Actions I will take	What could get in the way?	Support required	By whom	Timeframe	Measure
Test out my idea with Bill and Rosie in my team. Ask them for their advice.	No time/opportunity/privacy during working hours.	Interest and availability.	Bill and Rosie.	End of next week. Lunch on Tuesday or after work drink.	Bill and Rosie support my idea.
Research and find additional evidence to support my idea.	Time constraints – I am very busy at work and I need to act quickly.	Free time this weekend and evenings next week.	My Partner.	End of next week.	A well written and argued proposal to present to my manager.
Ask for a meeting with my Manager to present my proposal. Elicit her support and ask for advice on the best approach to take.	Lack of time to add this on to our usual two weekly agenda. The confidence to ask for an additional meeting.	Availability of my manger for an additional meeting.	My Manager.	In the next two weeks.	Having my proposal added to the agenda for the next project meeting with senior management.

Development Form

Name		Date		Coach		

Strength	The Challenge		Development goal	

1 What is happening now?

2 New behaviours I will use to achieve my goal

3 Committing to building new habits

Actions I will take	What could get in the way?	Support required	By whom	Timeframe	Measure

Notes