



Development Report

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Company	PTS (Mktg)
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**Performance
Technology
Solutions**

Founded on the highly respected Facet5 model of Personality¹, 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

Strengths are things you do well. They require little effort, come naturally to you and will be seen by others.

Risks

A Risk appears when you take your Strength to extremes. Then it works against you. It can become a weakness.

Frustrations

Frustrations arise when others are different from you. They work differently and that causes tension.

Challenges

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 accommodate 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 to do your thinking privately?



Focusing on people and tasks

Do you protect your own interests or act with others in mind?
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 plan ahead or to remain flexible?
Are you careful and dutiful or prefer to keep a light and responsive touch?



Responding to stress and identifying 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?

¹ For more information on Facet5 please visit facet5.com.



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...	
<input type="checkbox"/>  have strong opinions and are assertive, determined and goal focussed	too quick to impose your views and being stubborn	people who you think procrastinate, lack focus, or appear indecisive	consult, listen and give people time to explain. Don't commit too quickly	
<input type="checkbox"/>  <i>are patient and tolerant. You listen to others and avoid arguments</i>	<i>ignoring your own interests to avoid an argument. Giving in too quickly</i>	<i>argumentative people. People who are quick to talk but seem unwilling to listen</i>	<i>recognise when it is important to speak up and defend yourself. Don't just walk away</i>	
<input type="checkbox"/>  are democratic and consultative. You involve others and ask their opinions	overly dependent on team approval and support	people who do not respect team opinion and who do not consult before acting	learn to think more independently and rely less on input from others	



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...
<div><div></div><div></div></div>	<div><div></div><div>will appreciate and respond to enthusiasm in others without getting carried away</div></div>	<div><div></div><div>unwilling to get involved in or excited by the ideas put forward by others</div></div>	<div><div></div><div>people who are either uninterested or are overly enthusiastic and impulsive</div></div>	<div><div></div><div>see when you should reflect more or when you could take more initiative and start things</div></div>
<div><div></div><div></div></div>	<div><div></div><div>are accessible, enjoy being in a group and are comfortable in most social situations</div></div>	<div><div></div><div>always need to know what's happening. Don't engage with more reserved people</div></div>	<div><div></div><div>having to work alone for extended periods of time. Not being part of the scene</div></div>	<div><div></div><div>acknowledge and assist less outgoing people to integrate in to the group</div></div>
<div><div></div><div></div><div></div></div>	<div><div></div><div>consult broadly, using other's input to inform your thinking and decision making</div></div>	<div><div></div><div>over talking things rather than taking action. Being too chatty and garrulous</div></div>	<div><div></div><div>people who do not share their ideas or include you in discussions</div></div>	<div><div></div><div>be more self-reliant, take time to focus and think things through for yourself</div></div>



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...
<input type="checkbox"/> 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
<input type="checkbox"/> are responsive to the needs of others and will help out if you can	overly concerned for your colleagues - taking on their struggles as your own	those who are self-centred and don't help others. Cynics who take advantage	give support and understanding without getting involved. Let people make errors
<input type="checkbox"/> 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...
<input type="checkbox"/> <i>champion the need for freedom and the autonomy to choose how to go about your work</i>	<i>disorganised and undisciplined. Constantly challenging rules</i>	<i>people who tell you what to do and restrict you or impose their idea of process</i>	<i>prove that your radical ideas can work. Be realistic about what you can deliver</i>
<input type="checkbox"/> <i>are free thinking and non-judgemental. You adapt easily to changing situations</i>	<i>casual, irreverent, irresponsible and rebellious</i>	<i>people who insist there is a right and wrong way for everything and everybody</i>	<i>select how and when you challenge the status quo. There may be unforeseen consequences</i>



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...
<input type="checkbox"/> maintain perspective and any worrying or anxiety you feel will be in proportion to events	some may feel you don't appreciate their anxieties	people who are continually anxious or who fail to recognise risks	help others to manage their anxiety and maintain proportion
<input type="checkbox"/> take on most tasks with optimism and confidence that you will succeed	surprised by events that could have been foreseen with more thought	people who focus on the negatives and lower morale	be careful not to make assumptions, particularly when dealing with familiar tasks



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

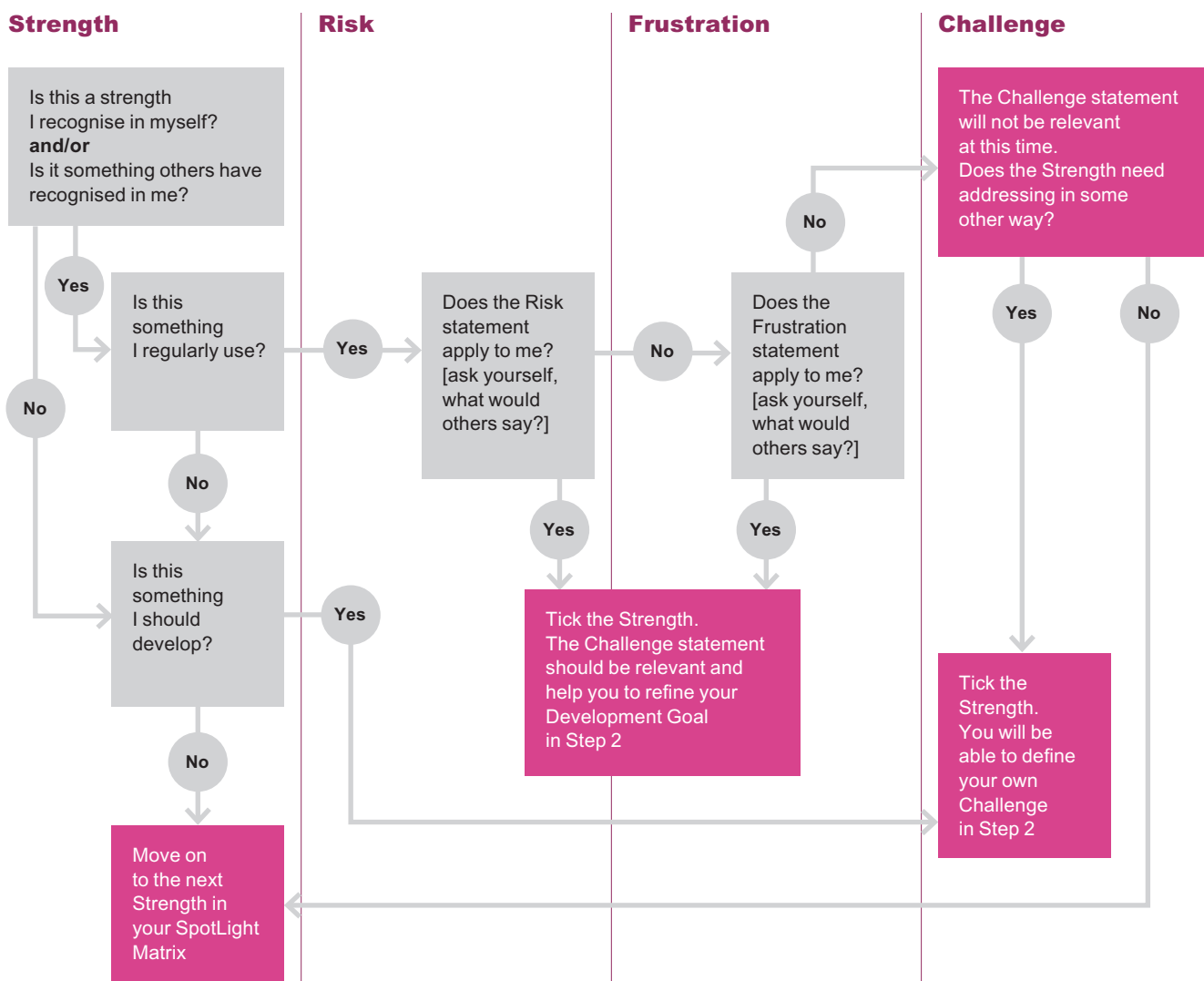
- Review all of the statements in your SpotLight Report. SpotLight uses shading to show where your approach is most likely to differ from the average person. We suggest that you pay particular attention to these but the decision about what to prioritise should be based on your own analysis and judgement.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



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

I hold strong views about most things and am able to explain them well

I plan and implement procedures to drive and monitor performance

I am patient and tolerant

Challenge

To develop the strength
To develop the ability to express my views when dealing with more senior people

To avoid the risk
To moderate my use of this strength to allow for new approaches that could improve performance

To manage the frustration
To develop effective ways of dealing with argumentative people

Development Goal

I will express my views when I believe it could improve outcomes

When faced with a task I will consider new, more innovative ways to approach it

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?

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?		
<p>I lack the confidence to voice my views when they differ from those of more senior colleagues.</p> <p>I respect their experience and position and their ability to make quick decisions.</p> <p>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.</p> <p>Our senior management is very traditional and hierarchical and new ideas are not always welcome.</p> <p>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.</p>		
2 New behaviours I will use to achieve my goal		
<p>Ask for support and advice.</p> <p>Do the research to add credibility to my ideas.</p> <p>Develop my writing and presentation skills.</p> <p>Adopt the attitude 'nothing ventured, nothing gained' and 'it is better to have failed than never to have tried'.</p>		
3 Committing to building new habits		
Actions I will take	What could get in the way?	Support required
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.
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.
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 manager for an additional meeting.
	By whom	Timeframe
	Bill and Rosie.	End of next week. Lunch on Tuesday or after work drink.
	My Partner.	End of next week.
	My Manager.	In the next two weeks.
		Measure
		Bill and Rosie support my idea.
		A well written and argued proposal to present to my manager.
		Having my proposal added to the agenda for the next project meeting with senior management.

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

