



Development Report Julie Henry

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Company Facet5

Project Sample Report



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 Challenges². 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 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?

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

² The framework used is an adaptation of The Core Quadrant Model designed by Daniel Ofman. It was developed in the early 1990's to assist him in his work as a management consultant. It complements the philosophy, structure and reporting of Facet5 very well. See Ofman Daniel, *Fancy Meeting Me Here!*, Servire, 2007



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"/> hold clear views about most issues and are able to explain them well	too ready to promote your own ideas and not listen to others	people who won't make up their mind or who seem uncertain	be patient, listen and explain your thinking. Encourage others to contribute
<input type="checkbox"/> encourage people to say what they think and to reach a consensus	unwilling to defend your ideas. Too quick to agree just to keep the peace.	people who talk over you and will not listen. People who shut others down	learn to challenge and defend your position. Don't be afraid to disagree openly
<input type="checkbox"/> appreciate the need to consult but are prepared to act independently	only consulting others when it suits you. Asking for ideas but going your own way	people with either too much or too little independence	ensure you act in the best interests of the group. Consult but be prepared to direct



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 ...
<input type="checkbox"/> <i>are vivacious and enthusiastic with a passion for doing things with other people</i>	<i>impulsive and impetuous: better at starting things than finishing them</i>	<i>people who lack spontaneity and who squash enthusiasm in others</i>	<i>check your enthusiasm is appropriate and sustainable so others follow</i>
<input type="checkbox"/> are sociable, friendly and actively seek the company of others	noisy, disruptive and socially competitive. Easily bored and can interrupt other's work	being left out of things or not being recognised by the group	be more aware of your impact and respect other people's privacy. Don't interfere
<input type="checkbox"/> <i>consult broadly, using other's input to inform your thinking and decision making</i>	<i>over talking things rather than taking action. Being too chatty and garrulous</i>	<i>people who do not share their ideas or include you in discussions</i>	<i>be more self-reliant, take time to focus and think things through for yourself</i>

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 business focussed and yet still able to keep people on side	unable to maintain your approach if faced with consistent extremes of view	people who take an extreme view on either task or people	stay true to your balanced approach. Try to avoid being persuaded by extremes
<input type="checkbox"/> 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
<input type="checkbox"/> give people the benefit of the doubt and let them earn your trust	letting other people's opinions influence your judgment	people who let you down when you've given them a chance	Rely on your own observations, even if they are counter to the opinions of others



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"/> adjust easily to changing demands and are flexible in your work practices	casual in your approach and inattentive to detail. Always challenging the status quo	those who insist on frequent detailed updates and rigid plans	don't underestimate the complexity of a task. Prioritise your time and communicate progress
<input type="checkbox"/> are inventive and imaginative in your responses to situations	selective about where you apply your effort. Need to be motivated to work	having to spend time on tasks you think are unimportant	try to be better organised and more consistent in your efforts across the range of your responsibilities



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"/> You usually prepare well and will check for errors before considering a task to be done	overly cautious and doubting. Lacking in confidence in your own success	people who create stress by asking for things at the last minute. Those who don't think things through	avoid letting caution get in the way of you taking on new tasks and roles. Just try

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

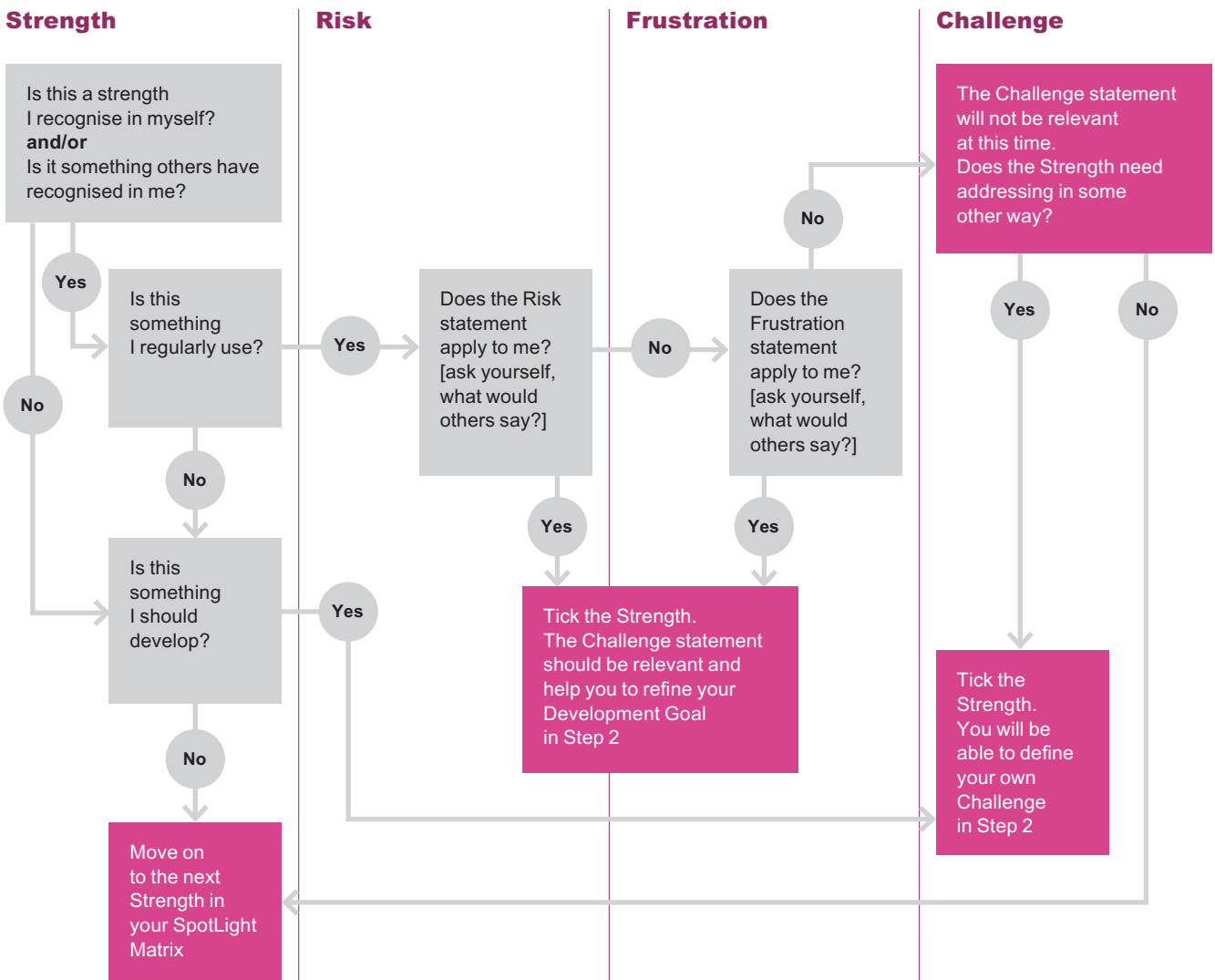
- Review all of the statements in your SpotLight Report. SpotLight uses shading to show where your approach is most likely to differ from the average person. We suggest that you pay particular attention to these but the decision about what to prioritise should be based on your own analysis and judgement.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

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. 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.</p>			
2 New behaviours I will use to achieve my goal			
<p>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'.</p>			
3 Committing to building new habits			
Actions I will take	What could get in the way?	Support required	By whom
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.
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.
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.	My Manager.
			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.

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
