



Development Report

Sally Test Sample

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Company	Facet5 Testing
Project	



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

What's your approach to making decisions and setting direction?
How do you put forward and defend your point of view?
How do you involve others when making decisions and taking action?



Engaging with and consulting others

How do you respond to new ideas and opportunities?
What's your approach to relationships and time with others?
How do you engage others in your thinking?



Focusing on people and tasks

How do you prioritise your needs versus the needs of others?
What's your approach to providing support to others?
What's your approach to building and sustaining trust?



Managing your work and commitments

What's your approach to planning and process?
How do you interpret rules and tradition?



Responding to stress and identifying risk

How do you interpret rules and tradition?
How do you prepare yourself for obstacles and setbacks?

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



Making decisions and setting goals

Strengths

Risks

Frustrations

Challenges

What's your approach to making decisions and setting direction?

You...

You may be seen as...

You may be frustrated by...

Your challenge could be to...



are very flexible and willing to listen to others' views, adapting to new information, making decisions with an open-minded approach

indecisive and too quick to agree with others when challenged

being rushed into a decision when you have not had time to think it through or you feel there is not enough information

try to be more assertive about things that matter to you. Prepare your thoughts and stand up for your ideas

How do you put forward and defend your point of view?

You...

You may be seen as...

You may be frustrated by...

Your challenge could be to...



encourage people to say what they think and to reach a consensus, listening to others opinions and responding carefully

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

How do you involve others when making decisions and taking action?

You...

You may be seen as...

You may be frustrated by...

Your challenge could be to...



appreciate the need to consult but are prepared to act independently. You involves others to inform your initial thinking

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



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.



Engaging with and consulting others

Strengths

Risks

Frustrations

Challenges

How do you respond to new ideas and opportunities?

You...

You may be seen as...

You may be frustrated by...

Your challenge could be to...



have a quiet, unhurried approach and prefer to reflect before responding. You give others space to think before offering well considered ideas

lacking enthusiasm about new ventures. You may seem aloof

impulsive people who jump from one idea to the next

acknowledge others' ideas and say that you will give them some thought

What's your approach to relationships and time with others?

You...

You may be seen as...

You may be frustrated by...

Your challenge could be to...



are comfortable working alone and don't need constant contact. You value companionship of those you have had time to get to know

distant, unsociable and difficult to get to know

situations where social skills are valued above the quality of a person's work

acknowledge others skills. Connect with people who are important to your work

How do you engage others in your thinking?

You...

You may be seen as...

You may be frustrated by...

Your challenge could be to...



develop your ideas independently, working on tasks and problems without needing much input from others, arriving at well-reasoned perspectives

slow to consider new ideas and to seek other people's knowledge

people who talk without having proper knowledge and understanding of issues

seek and be more open to others' ideas and listen to why they might be valuable



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Focusing on people and tasks

Strengths

Risks

Frustrations

Challenges

How do you prioritise your needs versus the needs of others?

You...

You may be seen as...

You may be frustrated by...

Your challenge could be to...

☐ ●●	<i>are pragmatic, can spot opportunities, bringing focus to what is at hand. You protect your own and your organisation's interests</i>	<i>opportunistic, short term and self-serving which may challenge relationships</i>	<i>people who lack commercial sense and are naïve</i>	<i>think longer term and accept that some issues are not simple. Consider other's interests</i>
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What's your approach to providing support to others?

You...

You may be seen as...

You may be frustrated by...

Your challenge could be to...

☐ ●●	<i>are supportive and helpful to those who you think have earned it. You know the value of your contribution and don't take on others struggles</i>	<i>demanding, critical of others and unforgiving. Favouring people who are like you</i>	<i>people who make excuses for poor performance or don't take responsibility</i>	<i>try to be less harsh in your judgment of others and careful to avoid favouritism</i>
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What's your approach to building and sustaining trust?

You...

You may be seen as...

You may be frustrated by...

Your challenge could be to...

☐ ●●	<i>challenge people's motives in the interest of achieving the best business results. Your trust is hard earned and you question what you are told</i>	<i>suspicious, harsh and cynical. Failing to give people the benefit of the doubt</i>	<i>people who accept things at face value and don't probe deeper</i>	<i>check your judgment. Cynicism may demotivate others unless truly warranted</i>
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●● Statements in bold and italics show where you are most likely to differ from other people.

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● Statements in regular font show where you are similar to other people.



Managing your work and commitments

Strengths	Risks	Frustrations	Challenges
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What's your approach to planning and process?

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> <div><i>champion the need for freedom and the autonomy to choose how to go about your work. You bring a big-picture perspective and enjoy change</i></div>	<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>

How do you interpret rules and tradition?

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> <div><i>are free thinking and non-judgemental. You adapt easily to changing situations. You interpret rules and guidelines based on the situation</i></div>	<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>

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Responding to stress and identifying risk

Strengths

Risks

Frustrations

Challenges

How do you respond to change and uncertainty?

You...

You may be seen as...

You may be frustrated by...

Your challenge could be to...



are vigilant and alert to what could go wrong. You are aware of situations around you and react quickly, putting your full attention to a problem

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

How do you prepare yourself for obstacles and setbacks?

You...

You may be seen as...

You may be frustrated by...

Your challenge could be to...



have a strong sense of urgency and are vigilant and alert. You are thorough, and don't leave things to chance. You prepare well

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.



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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

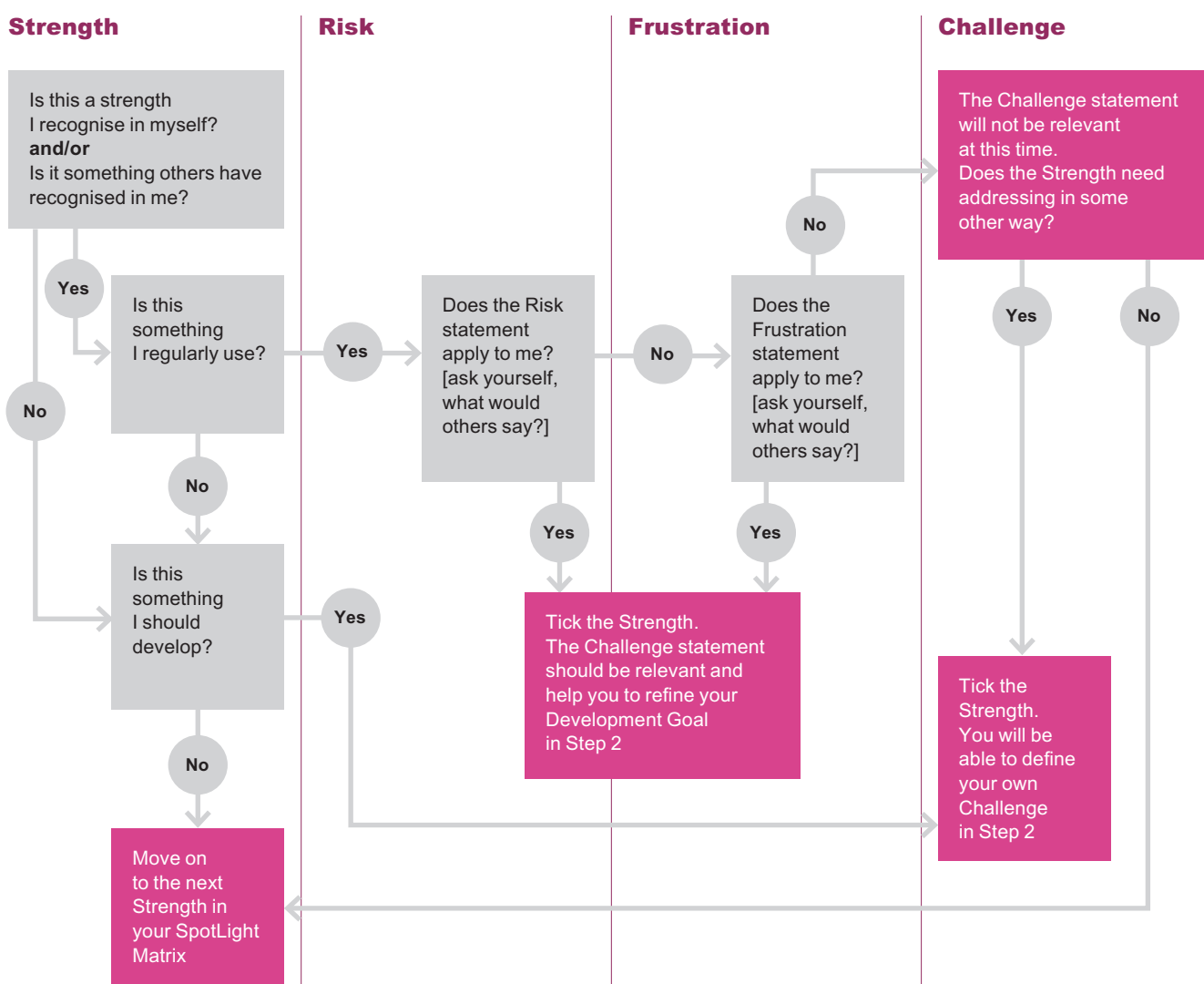
- Review all of the statements in your SpotLight Report. SpotLight uses shading to show where your approach is most likely to differ from the average person. We suggest that you pay particular attention to these but the decision about what to prioritise should be based on your own analysis and judgement.
- 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	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
		End of next week. Lunch on Tuesday or after work drink.	Bill and Rosie support my idea.
		End of next week.	A well written and argued proposal to present to 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

