

Spotlight.



Sample Profile

4 April 2019

Welcome.

Sample, welcome to your 'Spotlight' profile.

Have you ever noticed that you seem to click with some people easier than others? When the pressure is on, have you ever noticed that some people respond similarly to yourself, whereas others react differently?

Perhaps you seem to connect with colleagues who are particularly sincere and honest? Maybe you tend to relate to those people who are thoughtful and relaxed in their approach, and who make sure to involve others before making decisions?

HOW IS THIS PROFILE ARRANGED?

The goal of your 'Spotlight' profile is to help you better understand yourself, enhance your psychological and behavioural flexibility, and ultimately find new ways to thrive at work and in life.

To do this, we've designed the profile in a simple and meaningful way, organising it into three main sections:



KNOW
SELF



KNOW
METHOD



KNOW
MIND

WHAT DO I NEED TO KNOW?

- 01** 'Spotlight' measures performance preferences, it is not a measure of capability
- 02** All preferences are equally valuable to performance, there are no 'better' preferences
- 03** Everyone has a blend of all performance preferences, although certain preferences fall more within the 'Spotlight' for each individual
- 04** 'Spotlight' recognises that personality can flex across contexts, including when we are under pressure
- 05** By developing a greater understanding of self, method and mind individuals can become more effective when working with others and enhance their performance under pressure

It's all about moving.

We all have areas of natural strength and weakness, and there is no single 'best' type of personality.

How useful a certain 'behavioural style' or 'mindset' is to us in any given moment ultimately depends on the context that we find ourselves in. 'Spotlight' highlights your preferred behavioural style ('FLEX' preferences), along with the mindset you tend to adopt when there is something to be won or lost ('COPE' preferences).

We can enhance our impact by getting the most out of our natural strengths, whilst guarding against over-playing these. But to really get the best out of ourselves in a changing world, and when around a diverse range of people, we need to be skilled at adapting and moving to see things from different perspectives.

FLEX TO CONNECT

The four FLEX styles are complimentary, and your unique balance of these will reflect how you tend to operate day-to-day.

But to help you to connect with others that might have different preferences, your 'Spotlight' profile considers both your strengths and weaknesses.

It explores styles that might not be as natural to you, providing you with practical ways in which you might FLEX to connect with the environment and those within it.



COPE TO THRIVE

Imagine some mice sniffing around, searching for cheese in a maze... whilst one mouse might be highly sensitive to potential rewards (eg. the whiff of cheese) and take risks to track it down, another might not be quite so responsive. Likewise, one mouse might be particularly sensitive to potential threats (eg. the whiff of a cat), whilst others might not be quite so phased.

These two degrees of 'sensitivity' shape the mindset of the mouse, and its behaviour, when there is something to be won or lost. Just like mice, within our emotional brains we each fall somewhere on these two continuums.

The result of these different sensitivities are reflected in the four COPE mindsets. To truly thrive in an ever-changing world we need to be skilled at adopting the mindset and the behavioural style that is most appropriate for the situation we are in.

Spotlights.

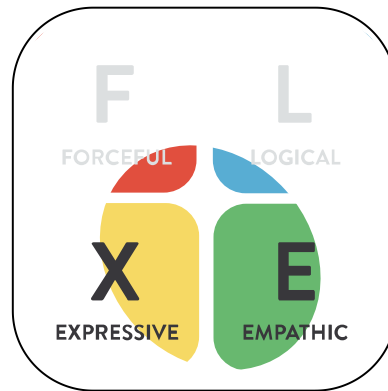


WHAT ARE YOUR PREFERENCES?

BEHAVIOURAL STYLE

Dominantly people-focussed in your behavioural style, you tend to be in touch with the human side of issues, displaying a nurturing and loyal approach to people and team projects that you care deeply about.

As a result you tend to be accommodating and agreeable, receptive to the needs of others and will often show warmth in your relationships.



EMPATHICALLY OPTIMISTIC

MINDSET

Sensitive to potential 'reward' on the horizon, you have a naturally 'Optimistic' mindset. When there's something to be won or lost, you tend to focus your energy in an optimistic and positive manner as you examine the potential opportunities.

As a result you tend to be considered as both assured and courageous in your decision-making.



Drivers.



WHAT KEEPS YOU MOTIVATED?

Like rocket fuel, drivers are the things that give us energy and propel us towards our goals. By better understanding our drivers, we can find ways to shape our environment and day-to-day activities to keep us motivated and focused.

Driven to support others and create positive and affirming environments, you may be considered as both nurturing and loyal to others around you. Focussed on understanding how others feel about key issues, you will tend to be in touch with the people side of issues.

It is important to recognise that we are all motivated and driven by different things. Personal drivers for you may include:

- Really understanding the drivers and concerns of yourself and others
- Understanding others and offering an empathetic ear
- Setting big and important life goals
- Helping others remember that every cloud has a silver lining
- Building relationships and connecting with others in an open and trusting manner
- Overcoming hurdles to achieve your ambitions
- Adopting a sensitive and careful approach when interacting with others
- Working as a team to get things done
- Boldly pursuing your aims and ambitions
- Working with and assisting others in an informal manner

WHAT DRIVERS DO YOU
NEED TO RE-IGNITE?

Strengths.



WHEN ARE YOU AT YOUR BEST?

Are you playing to your strengths every day? Research would suggest that all too often our natural talents remain untapped or undiscovered.

Although counterintuitive, our greatest opportunity to grow and develop often lies in areas where we are already strong. By understanding these talents, we can maximise their impact and discover new ways to apply them across a range of different situations.

Sample, ten key character strengths for you may include:

- 01** Giving positivity and confidence to others when they may be struggling to believe in themselves
- 02** Seeing the positives in most situations
- 03** Having a naturally warm and endearing character
- 04** Truly living your principles and values when working with others
- 05** Being naturally optimistic, your glass is typically half-full
- 06** Identifying the fears or anxieties of others
- 07** Connecting with others from a wide range of backgrounds
- 08** Being clear about what you are going to do to achieve your ambitious goals
- 09** A mild manner that makes you easily approachable
- 10** A genuine willingness to help out and do what is required for the group

HOW CAN YOU PLAY
TO YOUR STRENGTHS?

Take care.



WHEN DO YOUR STRENGTHS BECOME WEAKNESSES?

Our strengths and weaknesses are often two sides of the same coin. Any strength over-played or misapplied in the wrong context can become a weakness.

When over-playing your strengths, you may struggle to provide critical feedback to others because of your concern for hurting someone else's feelings. Your difficulty in setting boundaries, paired with being responsive to people's needs, may negatively impact your own personal time and space.

In some circumstances, over-playing your strengths may result in you:

- Overlooking the fact that someone has repeatedly let you down in the past
- Failing to push yourself or others when required
- Failing to make a big decision because of the potentially negative impact on a specific individual
- Failing to acknowledge or being unwilling to listen to potential 'downsides'
- Being constantly on the look out for others who need your support
- Remaining loyal to those who don't necessarily deserve your loyalty
- Wanting to do the best for the group, you may struggle to say "no" even when it is best for you
- Jumping in without considering the risks

WHERE DO YOU NEED
TO TAKE CARE?

Blindspots.



WHAT FALLS OUTSIDE YOUR SPOTLIGHTS?

Despite our key strengths, we all have areas of our character that we fail to give sufficient time and energy towards developing. We each tend to see the world through the natural preferences that fall within our Spotlights, meaning that we can sometimes fail to understand or see how important these other aspects of our character are.

With our efforts and attention directed elsewhere, we can become blind to these sides of our character, potentially leading us to fall into the same traps again and again.

Potential blindspots for you to be aware of Sample may include:

- Being more objective in your analysis of situations might help you judge the true needs of others more effectively
- Your strong feelings about a situation will sometimes result in dismissing data that is more objective and potentially more valid
- Whilst faithful and trusting of others, you may benefit from being more objective in your assessment of people and their actions
- Mild mannered and easily approachable you may find that your time is taken up with issues that, on reflection, are irrelevant to you
- Focussed on what you want to achieve in the future, you may fail to pick up on subtle changes in the present
- In your desire to keep everyone 'on board', you run the risk of your communication becoming overly vague and too general
- Easy going and relaxed in your approach to working with others, you may benefit by putting more structure in place to help ensure you achieve your goals
- In your desire to be diplomatic and avoid causing offence, you may fail to ensure that all the details are in place and correct
- You need to remember that there are only 24 hours in a day - ensure that you plan your time so that you aren't the one who always misses out
- Whilst generally optimistic in nature, conditions change so you should strive to ensure that this optimism is based on the reality of the situation

WHERE DO YOU NEED
TO PAY ATTENTION?

Confidence.



WHAT GIVES YOU CONFIDENCE?

True confidence is not indicated by the absence of self-doubt.

Doubt is just a natural part of performing in a situation that is important to us, where we feel some form of judgment. Confidence is better thought of as our ability to decisively and consistently commit to action despite the presence of this doubt. Sample your inner voice may sound like:

"What if they don't like me?"
"What if I waste my potential?"
"What if things don't work out for the good?"

We can begin to develop more robust confidence by understanding and recognising our inner voice so as not to get derailed by it, and also by knowing which parts of our performance help us feel confident.

These aspects of our performance that help us feel confident are thought of as 'sources' of confidence. Potential 'sources' of confidence for you may include:

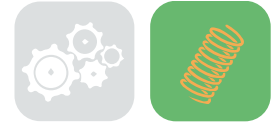
- When someone notices and praises your work
- Connecting with how your performance will help others, and be of benefit to the wider team
- Knowing who you are and what's important to you, allowing you to pursue your goals with a sense of coherence and congruence

On the other hand, situations that you may lack confidence include:

- When you have to learn and assimilate large volumes of information quickly
- When you have to demonstrate a clear and coherent rationale

HOW CAN YOU DEVELOP MORE ROBUST CONFIDENCE?

Resilience.



HOW DO YOU RESPOND TO SETBACKS & SUCCESS?

Life is full of ups and downs. It is how we respond to these moments that dictates our ability to keep focussed following a success or bounce back from a setback.

'Empathically Optimistic', you are likely to demonstrate more opportunistic or impulsive behaviours when you feel there is something to be gained, particularly if the potential benefits can positively impact others.

Therefore, following a setback you are likely to respond by:

- Reflect on the situation, experiencing a strong but relatively brief emotional response to the setback
- Become engaged in some reflection about how you feel about the setback, but you will tend to quickly move your focus onto the next opportunity
- Move forward optimistically towards the next goal, staying true to your beliefs and values

And, following a success you are likely to respond by:

- Become more optimistic and trusting of the people around you, fuelled by the 'buzz' of the success
- Remain humble in your approach, but excited about the potential future opportunities
- Take increasingly risky decisions, based upon how you feel about the situation

To proactively manage these ups and downs and develop your resilience, consider:

- Whilst you like to remain positive in most situations, you may benefit from considering the potential downsides of a decision to guard against setbacks and threats
- Exploring potential downsides may allow you to detect threats early, thus preparing you effectively
- Although it may feel to be something of a stretch, you may benefit from learning how to take the time to logically reflect on the facts and details of previous performances

HOW CAN YOU BECOME MORE RESILIENT?

Energy.



HOW DO YOU STAY ENERGISED?

In order to maintain high levels of performance, it is important to think about how we can renew our energy, not only invest it.

Your Spotlight scores indicate that you are currently expending energy in the following ways:

- Really pushing yourself to be more assertive and decisive in order to get things done
- Really pushing yourself to be more structured and detailed in order to be more organized

To re-charge your energy, consider engaging in the following activities:

- Re-connect with close friends that you have lost track of
- Support someone who you know is struggling
- Engage with something that you are truly passionate about
- Connect with friends and family, sharing novel experiences

Investing time in re-energising strategies that potentially feel less natural can expand the capacity of our energy reserves, allowing us to get more done in a more meaningful and sustainable way. While they may feel initially uncomfortable, to enhance your long term energy levels, consider engaging in the following activities:

- Spend time really working out your long term priorities
- Give yourself permission to reflect on the past and plan for the future
- Take time to look at the logic behind an argument and reflect on the facts

HOW CAN YOU RE-CHARGE &
EXPAND YOUR BATTERIES?

Super-Strengths.



WHAT IS YOUR UNIQUE EDGE?

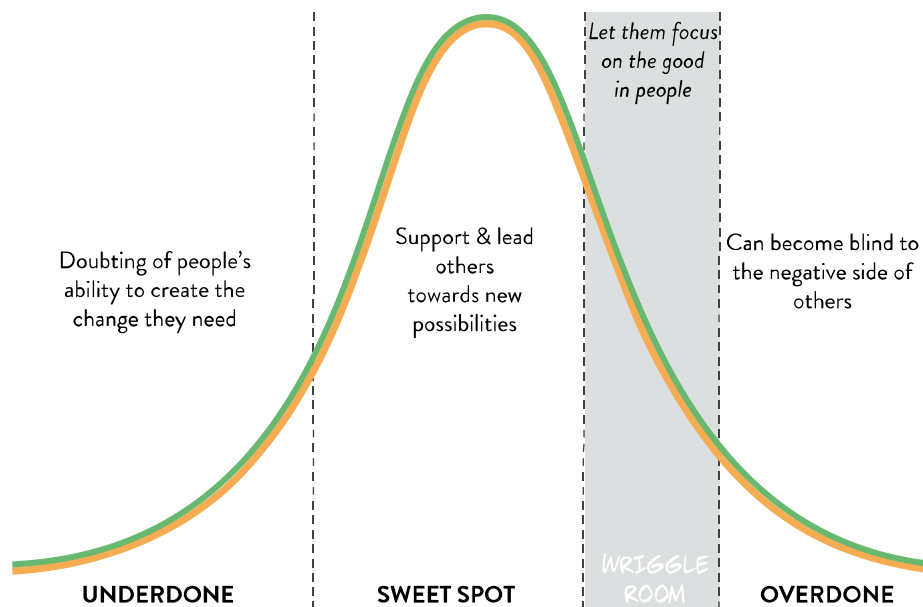
Our Super-Strength can be thought of as our area of greatest potential.

Considering what our unique Super-Strength looks like in its 'sweet spot' can give us a performance edge, and can be critical in helping us to perform consistently at our best. To really maximise a Super-Strength however, each person needs to be allowed some 'wriggle room' – that is, some flexibility around the strength that enables them to use it without fear.

Like all strengths, we also have to guard against our Super-Strength becoming 'overdone' and in so doing it becoming our Achilles' heel.

Sample, based on your natural preferences, your Super-Strength might be one of a **'Positive People Driver'**.

Below is an initial idea of how your natural strengths might blend together, and what they might look underdone, overdone, and in their 'sweet spot', when given the required 'wriggle room'.



It's now up to you to really refine the details of these Super-Strength regions to your individual, specific and unique qualities...

WHAT DO YOU LOOK LIKE
IN YOUR 'SWEET SPOT'?

Decision-Making.



HOW DO YOU MAKE DECISIONS?

Every now and again we all come to a crossroads and have to make those difficult decisions whether to turn left, right or just keep going.

Based on your natural preferences, you may tend to approach decision-making with an optimistic mindset, and focus upon how a decision feels to you, trusting your intuition and gut feel. Your focus on the upsides of a decision rather than the downsides enables you to take more daring and positive decisions.

You may be viewed as a reflective decision-maker who is quietly positive in their approach to taking action. If a decision does not work out the way you expect, you tend to quickly move on to the next one.

At times, you may fail to fully explore the facts and details of the situation, failing to fully engage in the emotional impact of the decision. You may be overly optimistic about the likelihood of a positive outcome of a decision, especially when it comes to making decisions about people.

When making important decisions, consider the following questions:

- Uncertainty can sometimes get the better of us, so ask yourself, "What do I know for sure?"
- Accepting that we're biased is an important part of decision-making, so ask yourself, "What information have I dismissed, just because it disagrees with my viewpoint?"
- When making a complex decision, some feelings of uncertainty are a better predictor of success than feeling totally confident. Ask yourself, "What should I be worried about? What haven't I considered?"
- It's easy to find information that confirms our initial viewpoint, to avoid confirmation bias ask yourself, "What facts contradict what I think I know?"
- In times of change, we often need to adjust our strategies along the way. When making a decision, consider "What will be the first sign that we'll need to change strategy? When will this course of action no longer be the best decision?"

HOW CAN YOU IMPROVE YOUR DECISIONS?

Stressors.



WHAT THINGS PRESS YOUR BUTTONS?

Based on our natural preferences, we each have particular things that “press our buttons”, and cause us to feel a degree of stress.

You may experience stress when you feel that your values are violated. You may become stressed if you feel unappreciated, when others don't live up to your standards, or when you have to listen to a great deal of criticism.

Specific scenarios that might “press your buttons” may include:

- When there is a lack of teamwork, or team ethos
- When people break trust
- Apathetic or disinterested people
- Rudeness and abruptness
- A lack of fairness
- When others play it too 'safe'
- When the environment is 'high-challenge', but 'low-support'
- When there is a lack of personal concern
- People who see the glass as 'half empty'
- Situations involving conflict or criticism of others

HOW DO YOU MANAGE YOUR STRESS EFFECTIVELY?

Pressure.



HOW DO YOU REACT UNDER PRESSURE?

When we're placed under pressure, our behaviour changes.

With something to be won or lost, our emotional brain kicks in and starts to have a greater influence on how we react to situations.

Hence, under pressure you may start:

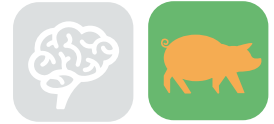
- Needlessly worrying about others
- Being completely driven by your strong feelings
- Becoming blindly optimistic
- Idealising others or your relationships
- Dismissing potential icebergs as irrelevant, and pushing ahead regardless

When you feel under pressure, consider the following strategies:

- Challenge your assumptions and explore the underlying facts of the situation
- Press 'pause' and take a moment to carefully examine the situation, unearthing all of the facts
- Pay attention to the external world, try to stay tuned in to what is going on
- Take a mental step back and write down the facts of the situation - what do you know to be true, and what are you assuming?
- Notice what's actually happening in the here and now

WHAT DO YOU NEED TO DO
WHEN UNDER PRESSURE?

Pigs.



WHAT PROBLEMS DO YOU WRESTLE?

George Bernard Shaw once famously said...

“...I learned long ago, never to wrestle with a pig. You get dirty, and besides, the pig likes it”.

Just like wrestling a pig, we can often find ourselves going over and over the same problems, without making much head way. Some of the time, these problems only exist because of the frame we choose to see the world through.

Based on your natural preferences, and the way you see the world, some of the problems you may be more prone to wrestling with are:

- **Lack of tolerance:** Where you perceive that there is a lack of patience or willingness to cater for people who are different
- **Lack of empathy:** Where you perceive a lack of consideration being given to the people factors in a situation
- **Lack of culture:** Where you perceive there to be a lack of shared understanding and values in how a group is approaching their work
- **Lack of trust:** Where you perceive that people can not be trusted or relied upon to act with the best intentions of others in mind
- **Lack of reflection:** Where you perceive that not enough time is spent to reflect on or consider the impact of actions, too often rushing to make decisions

HOW CAN YOU
CLEAN YOUR THINKING?



Sample Profile

EMPATHICALLY OPTIMISTIC



Drivers.

- o Really understanding the drivers and concerns of yourself and others
- o Understanding others and offering an empathetic ear
- o Setting big and important life goals



Strengths.

- o Giving positivity and confidence to others when they may be struggling to believe in themselves
- o Seeing the positives in most situations
- o Having a naturally warm and endearing character



KNOW
SELF



Confidence.

- o When someone notices and praises your work
- o Connecting with how your performance will help others, and be of benefit to the wider team



Energy.

- o Re-connect with close friends that you have lost track of
- o Support someone who you know is struggling
- o Engage with something that you are truly passionate about



KNOW
METHOD



Stressors.

- o When there is a lack of teamwork, or team ethos
- o When people break trust
- o Apathetic or disinterested people

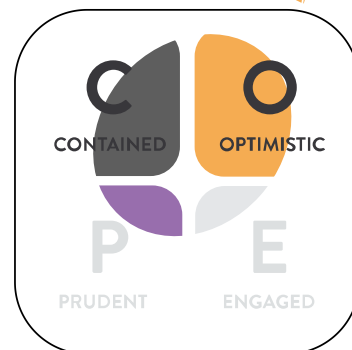
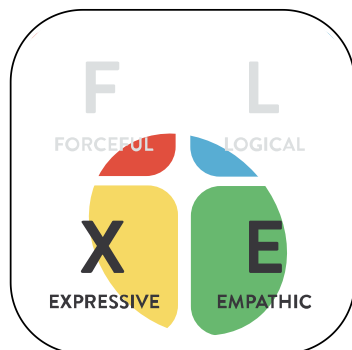


Pressure.

- o Needlessly worrying about others
- o Being completely driven by your strong feelings
- o Becoming blindly optimistic



KNOW
MIND



It's time to move.

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