

Spotlight.



Jenny Smith

9 February 2018

Welcome.

Jenny, 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, or people who allow space to make a decision when needed?

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 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.

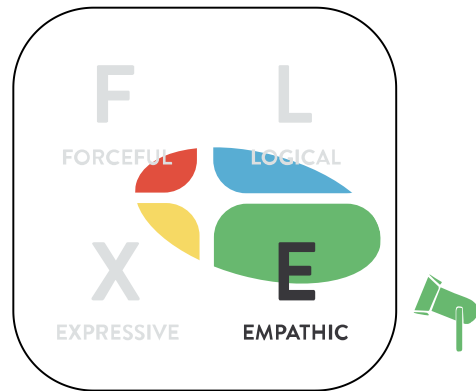


WHAT ARE YOUR PREFERENCES?

BEHAVIOURAL STYLE

A naturally 'Empathic' behavioural style, you typically take a more detached perspective on situations and life. Although you usually prefer to work alone, you are also considered a good team player.

Preferring to take a modest and respectful approach in your interactions with others, you are perhaps seen as someone who is humble, relatively restrained and quite soft spoken.

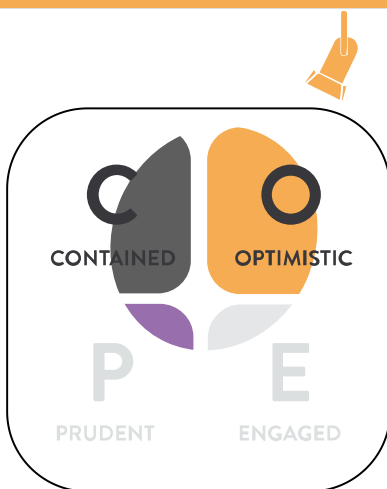


EMPATHICALLY OPTIMISTIC

MINDSET

Sensitive to 'cheese' 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 a 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 by your core values and your wider concern for people, you tend to be particularly sensitive to the emotional needs of people around you. With a strong sense of who you are and what you stand for, you may sometimes adopt the role of the ethical backbone of the team.

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

- Being valued for helping others
- Working behind the scenes to ensure harmony
- Taking action without delay, even if you feel some fear
- Solving problems and creating impact
- Persuading others to share your conscientious attention to detail
- Boldly pursuing your aims and ambitions
- Taking your time to gather the facts and get the group on board
- Cooperating with and involving others
- Keeping your head even when provoked
- Influencing others and getting them on board

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.

Jenny, ten key character strengths for you may include:

- 01** Being diplomatic and thoughtful in your choice of words
- 02** Noticing opportunities and putting yourself forwards, bravely going for it
- 03** Putting yourself in other people's situation, empathising with how they are feeling
- 04** Using logic and interesting facts to convince others
- 05** A bold character, you push the limits and are willing to take risks when necessary
- 06** Having strong opinions about how tasks should be approached
- 07** Being something of a perfectionist, you are highly disciplined in both your thinking and your actions
- 08** Being clear about the opportunities that need to be taken
- 09** An enthusiasm and energy that inspires and brings people with you
- 10** An ability to bring people together

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:

- Avoiding challenging others so as not to upset anyone, despite disagreeing with them internally
- Being so considerate of others that you fail to put your own view or opinion forward
- Being too stubborn to the way you think things should be done
- Convincing yourself that things will go smoothly, without fully considering the potential problems with the plan
- Overthinking situations, preventing you from taking action
- Failing to fully explore and understand other people's viewpoint
- Overly focusing on relationships, getting distracted from delivering the task at hand
- Engaging in unrealistic optimism, leading you to ignore the warning signs that there may be trouble ahead

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 understanding 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 Jenny may include:

- Although rarely struggling to create conversation, you may put off having difficult discussions indefinitely
- Your genuine desire to maintain harmony may be perceived by others as a resistance to change
- Quite a private person, you may miss the opportunity to collaborate with and fully involve others
- You may miss the opportunity to build relationships with individuals who are not immediately relevant to your outcomes
- Whilst happy to take a risk in pursuit of your goals, you should also ensure that you engage in proper levels of preparation to avoid poor performances
- Your ongoing support of others may appear irrational, especially when you are seen to be overlooking clear facts to the contrary
- Before trying to convince others, you may benefit from taking the time to make sure the details that underpin an idea are correct
- At times you may come across as failing to take important matters seriously enough
- What you actually achieve may be undermined by a lack of thorough organisation and preparation
- At times appearing to be rash or reckless in your actions, you may benefit from slowing down and carefully considering your options

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. Jenny your inner voice may sound like:

"What if I can't be my "true self"?"
"If I can't be myself then who am I?"
"What if I can't live up to my own ideals?"

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 there is a lack of support, and the focus is purely placed upon you
- Situations where you will be judged solely on your performance

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 a stretch, you may benefit from learning how to quickly move to action whilst taking what you can from the setback

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:

- You have a very balanced spread of energies at this current moment

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

- Practice mindfulness or meditation
- Slow down and re-connect with nature and the environment
- Re-connect with close friends that you have lost track of
- Proactively schedule time where you can daydream and engage your natural curiosity

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:

- Take up a new competitive hobby to master
- Start a bucket list
- Do something that truly scares you

HOW CAN YOU RE-CHARGE &
EXPAND YOUR BATTERIES?

Super-Strengths.



WHAT IS YOUR UNIQUE EDGE?

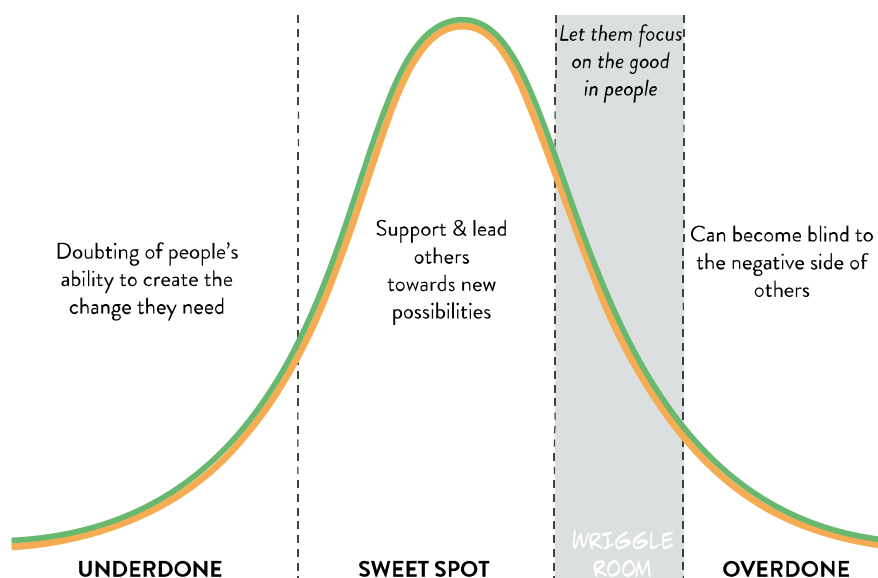
Our Super-Strength can be thought of as our area of greatest potential.

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.

Jenny, 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 be slow to move to action, failing to give sufficient energy to exploring the potential downsides 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:

- At times we become so focussed on our need to act, we forget to ask ourselves, "What would happen if I actively chose to do nothing?"
- Sometimes we all fall into the trap of thinking that a decision is urgent, so take a moment to ask yourself, "Do I really need to decide right now?"
- The timing of a decision is sometimes more important than the decision that we make. Ask yourself, "Do I really need to make this decision right now? What would happen if I waited 24 hours, or a week, or a month?"
- Sometimes when making a decision we lose ourselves in all of the uncertainty. Discipline yourself to consistently ask, "What specifically is the goal that I am trying to achieve here?"
- Really tapping into our worst fear about a decision can sometimes free us. Ask yourself, "What's the worst thing that could happen here? How might I be prepared for that outcome?"

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. When others are insensitive to your need to think things through and be alone, you may feel limited or intruded upon.

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

- Situations involving conflict or criticism of others
- When there is a lack of personal concern
- Needless delays or hesitancy
- Being rushed into making decisions
- Dealing with generalities and subjective opinions
- When others play it too 'safe'
- A disregard for the quality of work
- Formalities and an excessive demand for detail
- Indecisiveness
- Narrow-mindedness

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:

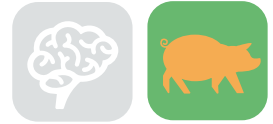
- Becoming slow-paced and resistant to change
- Placing irrational expectations on yourself
- Taking silly risks, failing to take sufficient care
- Pointing out everyone else's errors
- Jumping in with both feet, before checking for potential danger

When you feel under pressure, consider the following strategies:

- Take some time away and re-connect with the elements of your role that energise you - how can you build these into your daily habits and routines?
- Take the time to sense check your thinking with someone who can take a logical and objective stance on your situation
- Before making a decision or starting a task, consider "What could go wrong?" and make plans in case this was to happen
- Harness your energy to engage with people and capture their attention and interest
- Discipline yourself to prepare fully for the situation you are likely to face - you may gain confidence knowing you have "ticked every box"

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 culture:** Where you perceive there to be a lack of shared understanding and values in how a group is approaching their work
- **Lack of honesty:** Where you perceive that other people lack sincerity in their words, believing that they are holding back information or their true opinions on a topic from you

HOW CAN YOU
CLEAN YOUR THINKING?



Jenny Smith

EMPATHICALLY OPTIMISTIC



Drivers.

- o Being valued for helping others
- o Working behind the scenes to ensure harmony
- o Taking action without delay, even if you feel some fear



Strengths.

- o Being diplomatic and thoughtful in your choice of words
- o Noticing opportunities and putting yourself forwards, bravely going for it
- o Putting yourself in other people's situation, empathising with how they are feeling



KNOW SELF



Confidence.

- o When someone notices and praises your work
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Energy.

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KNOW METHOD



Stressors.

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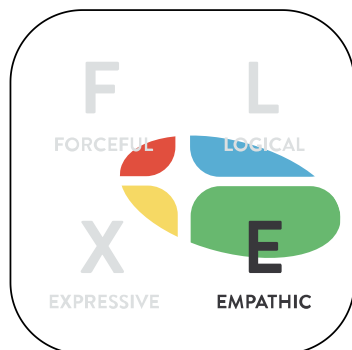


Pressure.

- o Becoming slow-paced and resistant to change
- o Placing irrational expectations on yourself
- o Taking silly risks, failing to take sufficient care



KNOW MIND



It's time to move.

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