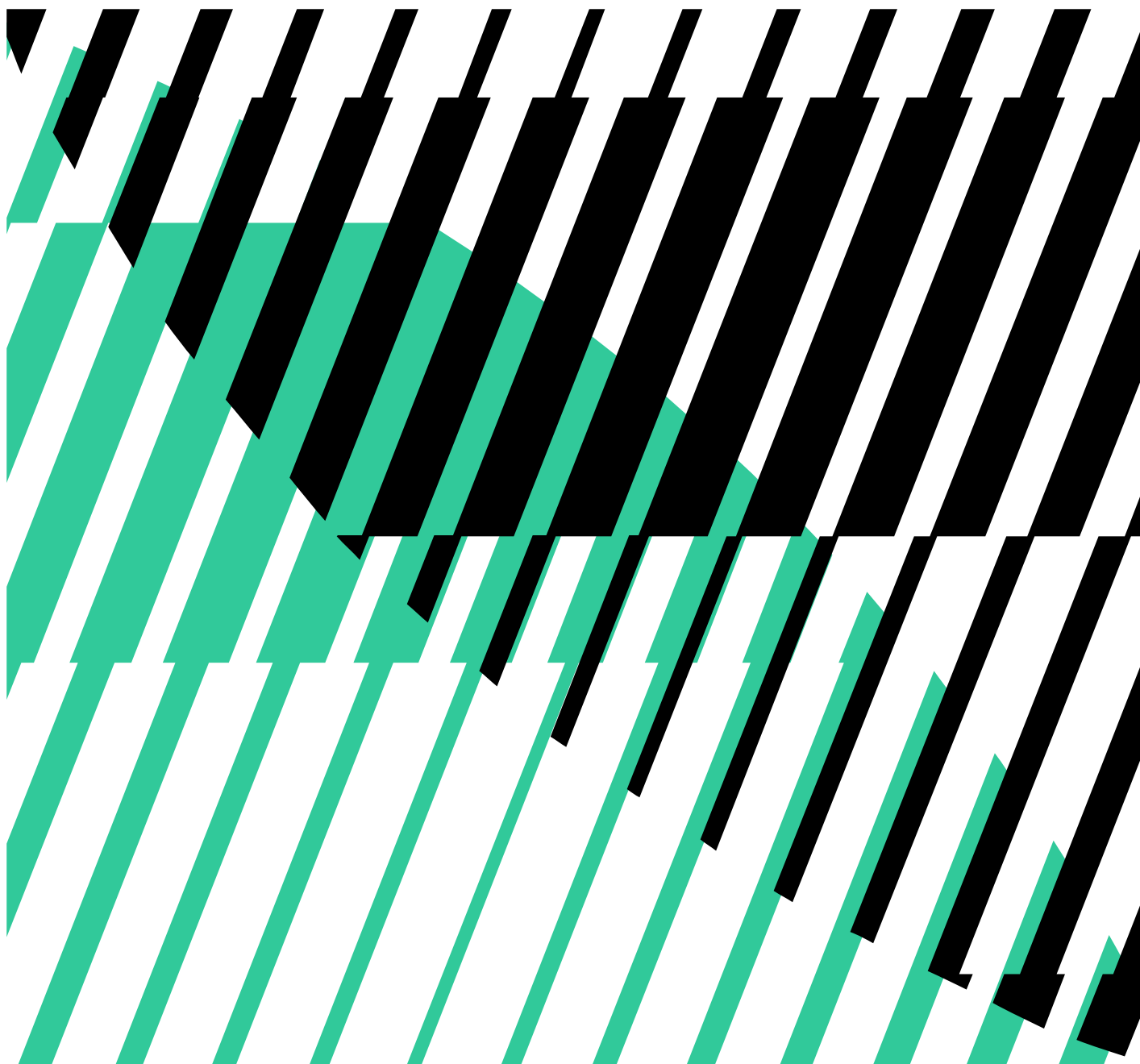


MARTIN SAMPLE

MAXIMISE / ADAPT / PERFORM



WELCOME MARTIN

Underpinned by modern science, Spotlight is tried and tested in the world of elite sport and high performance. Your profile will help you understand your mindset and behavioural preferences, exploring how you can put these into action to get the best out of yourself and others with three simple chapters.

01

Maximise

Explore how your character strengths may appear in their sweet-spot, as well as when they're over-played. Explore the wriggle-room you may need from others to confidently use your strengths and simple strategies you can adopt to counter-weight your strengths, making sure to keep them in balance.

02

Adapt

Develop your adaptability by identifying how potential stressors and increased pressure can lead to you becoming more fixed in your approach. Explore practical tips for flexing your mindset and behaviour when making decisions and learn how to dial up the preferences that sit least in your spotlight with Empty Chair thinking.

03

Perform

Perform to your full potential by tapping into personal drivers that boost your motivation. Explore practical strategies for re-cycling and re-charging your energy levels and delve into personalised suggestions for ways to enhance your resilience and develop more robust confidence.

For the best debrief experience, it's important that you familiarise yourself with the core principles of Spotlight before you dive into your own profile.

Spotlight measures individual preferences, not capability

Spotlight helps you to explore your performance preferences. It's not a measure of capability.

There's no 'best' preference

All preferences are equally valuable to performance, there are no 'better' preferences. Each preference has its own unique strengths that are helpful in different situations.

Spotlight is a development tool

Spotlight is a development tool that helps you to maximise your strengths, adapt your style, and perform to your full potential.

We have a blend of all preferences

Everyone has a blend of all performance preferences, although certain ones fall more within the spotlight for us that we find it more natural to engage with.

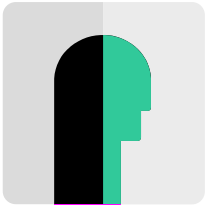
Spotlight celebrates adaptability

Spotlight celebrates that your personality can flex by exploring strategies to help you enhance your adaptability.

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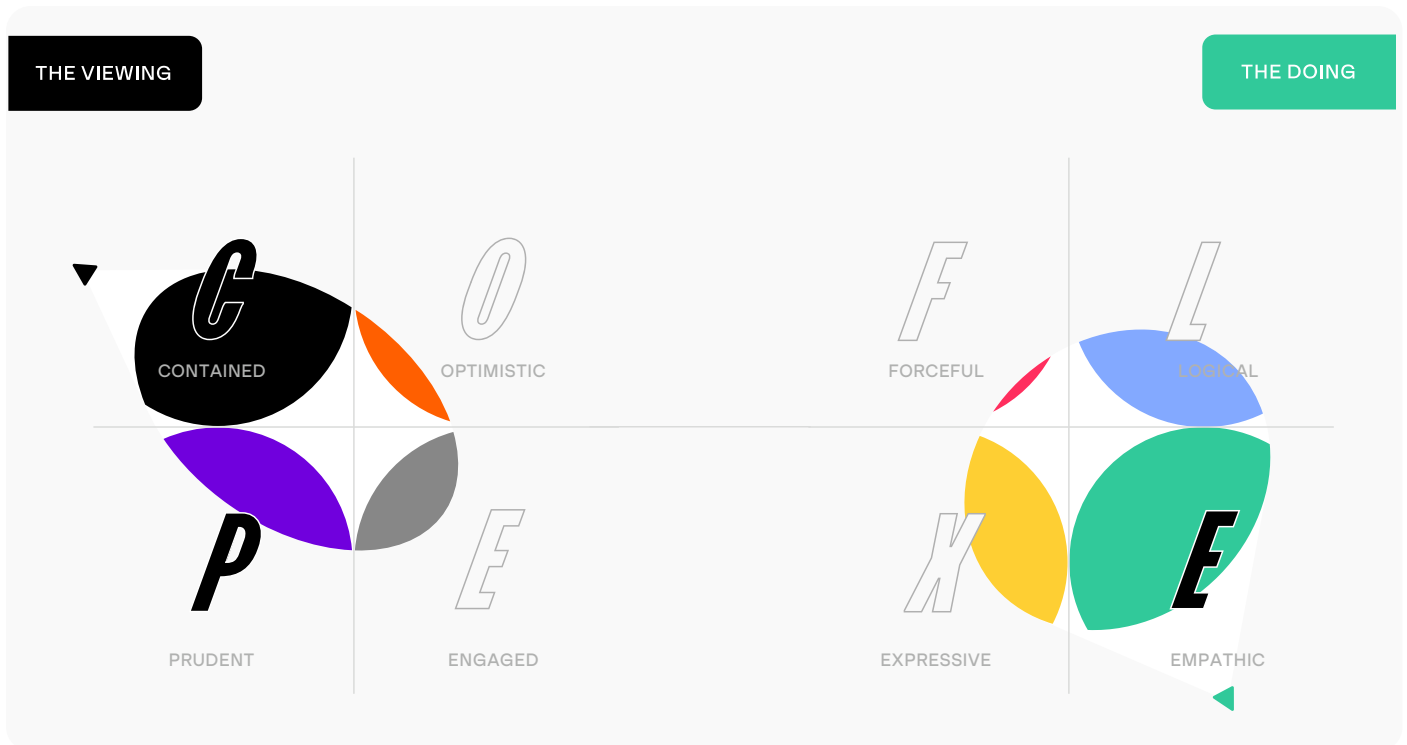


YOUR SPOTLIGHTS



Your lead performance preference is Empathically Contained

Your lead performance preference identifies your preferred way of viewing and interacting with the world. Understanding your unique blend of preferences is what helps you adapt and perform.



Mindset

How do you view the world?

With a first preference for a 'Contained' mindset, you are not likely to become overly excited when things are going well - remaining calm and in control. Your judgments and perspective on situations tends to be measured and considered, which is especially noticeable when others are getting carried away following a success. As a result you tend to be considered reliable and consistent in your decision-making, adopting a pragmatic and balanced approach to life.

Behavioural Style

How do you interact with the world?

Dominantly people-focused in your behavioural style, you tend to be in touch with the human side of issues. You may tend to display a nurturing and cooperative approach to people and team projects that you care a lot about. As a result you tend to be accommodating and encouraging, caring deeply about the needs of others and will often show warmth in your relationships.



01

MAXIMISE

Maximise | Adapt | Perform

Get the most out of your strengths

Martin, maximise what you do best and boost your performance by exploring the full anatomy of your character strengths.

Strengths

Identify what your strengths look like in their 'sweet-spot' when used to their optimal capacity.

Take Care

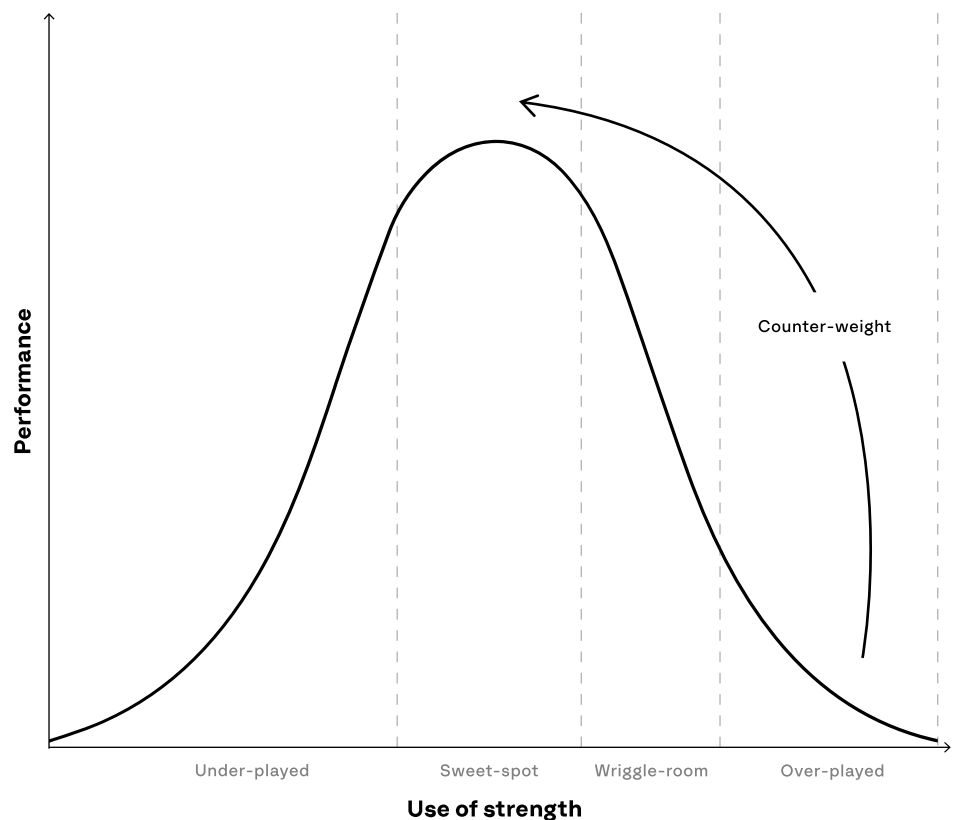
Strengths can also become weaknesses when over-played. Explore areas you may need to take care with your strengths.

Wriggle-room

Share with others how they can encourage you to use your strengths. Discover the wriggle-room you may need to leverage your strengths with confidence.

Counter-weights

Explore practical reminders to flex your thinking and prevent your strengths being over-played and, instead, keep your strengths in balance.



Maximise your strengths

Your greatest opportunity to grow often lies in areas where you're already strong. Understand your strengths to fully maximise their impact and discover new ways to apply them in different contexts.

Your character strengths may include:



Truly living your principles and values when working with others



Preventing yourself and others from being distracted by unrealistic ideas or pipe dreams



Approaching decision making calmly and cautiously, you are unlikely to take foolhardy risks



Having a naturally warm and endearing character



Seeing both sides of an argument and bringing them together



Considering all available factors before making a decision



Bringing a "down to earth" and realistic mindset



A genuine willingness to help out and do what is required for the group



Engaging in debate around sensitive subjects without needlessly upsetting others



Being able to "steady the ship"



Coaching Prompt

How might you play to your strengths more?



Take care of over-played strengths

Strengths and weaknesses are often two sides of the same coin. It's important that you take care not to over-play your strengths, to avoid them turning into your weaknesses when the context changes.

Key areas where you may need to take care include:



Taking so much time getting people 'on board' that you miss key opportunities



Preventing yourself from taking action until you are 100% sure of the outcome



Being overly certain that you are right, and everyone else is wrong



Remaining loyal to those who don't necessarily deserve your loyalty



Failing to push yourself or others when required



"Steadying the ship" to such an extent that it results in dropping the anchor



Appearing overly cautious, unwilling to take any risks at all



Not making the tough call, despite the potential long term benefits of doing so



Wanting to do the best for the group, but struggling to say "no" even when it is best for you



Appearing to react negatively to new ideas or potential change

✦ Coaching Prompt

In what situations might you need to take care?



Getting the best out of you

To get the best out of people, it's important they feel respected for their unique strengths and talents. A key part of this is developing relationships where people give each other wriggle-room around their strengths, without negative judgement.

Top Tip ?

This page is designed to be shared with other people to help them get the best out of you.

Share your wriggle-room page with others to help them give you the flexibility you need to get the most out of your strengths.

To get the very best out of Martin:



Show that you care and allow them to share their personal experience



Acknowledge the benefits of their calm approach to situations



Realise that despite a quiet exterior, they hold strong convictions and standpoints on a number of areas



Encourage them to move towards taking action



Help them to create a comfortable and soothing environment



Try not to take their apparent unemotional nature personally, it's not about you



Help them recognise the times that they've previously taken risks and it's paid off



Demonstrate that you genuinely care for them as a person



Recognise the value and benefits of different views and beliefs



Don't expect them to get on the emotional rollercoaster with others

✦ Coaching Prompt

Who would it be helpful to share this page with?



Keep your strengths in balance

Counter-weights are small reminders that require you to flex into preferences less in your spotlight, helping to prevent your strengths being over-played. Consider the following as advice from a friend to steer you away from appearing too fixed or rigid.

Possible counter-weights for you:



In your desire to be supportive and encouraging of others, you may submit in an argument far too easily



Despite a desire for keeping things in balance, on reflection we often regret the things we didn't do much more than the things that we did



Your sense of certainty about how the world works may result in you failing to take unexpected chances that come your way



Being more objective in your analysis of situations might help you judge the true needs of others more effectively



Consider when your loyalty to others may sometimes hold you back from achieving your own goals



Preferring to keep your aspirations to yourself, at times you may come across as lacking in confidence



Despite preferring to keep things stable and settled, stepping outside your comfort zone is often the best way to learn and to grow



Others may perceive you to be stubborn or overly focused on fairness



In your desire to remain modest and humble about your achievements, you may miss out on opportunities that others take



Beware of the confirmation bias - where your definitive take on a situation results in only seeing information that confirms your initial point of view

✦ Coaching Prompt

What can you do to help balance your strengths?

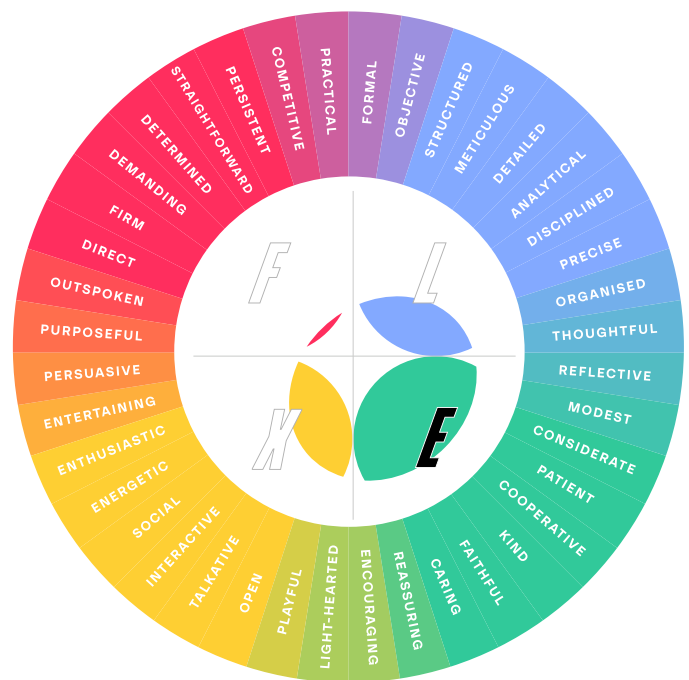
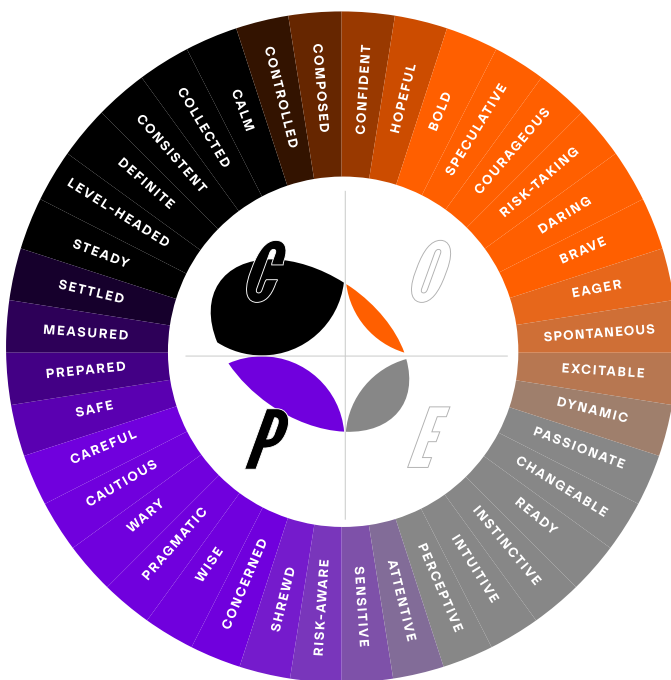




02 ADAPT

Notice when it's time to move

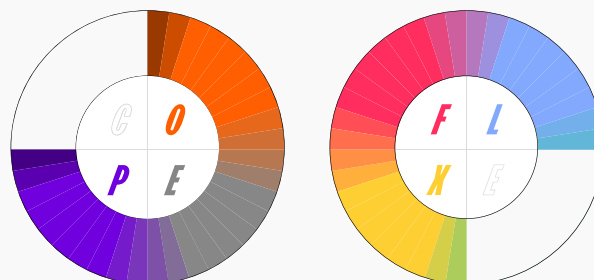
Martin, develop your adaptability and explore personal strategies to flex your thinking when needed. There are many different strengths of each mindset and behavioural style, that are useful in different moments. Use the Spotlight wheels to help you navigate the following chapters of your profile.



Stressors

Identify the things that may press your buttons and put you at risk of being less adaptable

Your stressors are often related to environments where your own preferences and needs are not being met.



Pressure

Explore the early signs that you're getting fixed to the downside of your natural preferences

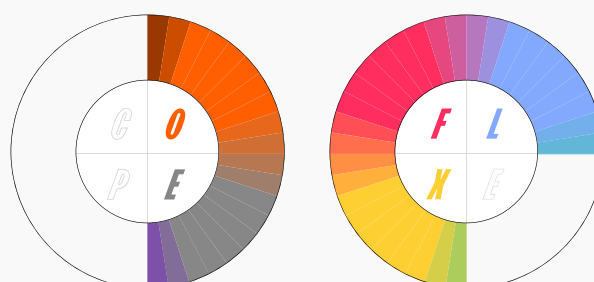
Consider a personal strategy for regaining flexibility when under pressure to gain a more helpful perspective.



Decision-Making

Consider ways to flex your thinking when making decisions

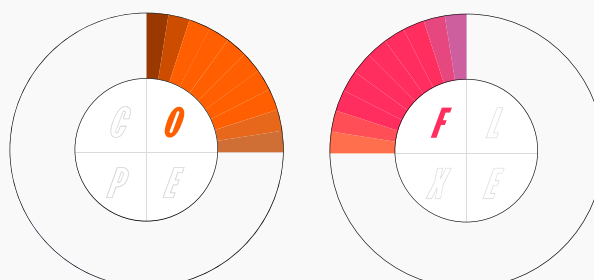
Step into preferences less within your Spotlight to elevate your strengths and prevent you from falling foul of your natural biases.



Empty Chair Thinking

Discover ways to gain perspective from the preferences that are least within your Spotlight

Your Empty Chair will help you explore personalised priming questions to grow your adaptability and help you think differently.



Navigate stress effectively

Based on your natural preferences, there may be things that ‘press your buttons’ and cause you to feel a degree of stress. Being aware of this is important as these things can make you less adaptable, and more fixed in your approach.

Top Tip

Share this page with teammates, as a stressor for one person can be another person’s need.

Compare similarities and differences with teammates to understand how your stressors relate to each other’s preferences.

Your stressors may include:



Situations involving conflict or the criticism of others



When too many things are happening at once



When people make changes that aren't communicated or discussed



Unattainable demands by others



When your efforts aren't appreciated by others



When people are consistently inconsistent



When people over-react to situations, making mountains out of molehills



Conflict with others



Insensitive communications that might cause embarrassment to others



Last minute changes or rescheduling

Coaching Prompt

How might you manage your stress effectively?



Remain agile under pressure

When placed under pressure, the emotional brain kicks in and can have a greater influence on how you react to situations. Notice the early signs of becoming less adaptable, experiencing the downsides of your natural preferences.

Under pressure, you may start:



Becoming increasingly dependent on others



Becoming increasingly avoidant in dealing with conflict



Becoming overly concerned about what others may think



Trying to please everyone



Becoming overly sensitive about feelings



Deferring decision-making to others



Becoming adamant that you know best



Dismissing the potential impact of the unknowns

Under pressure, consider:

1. PRUDENT



Step away from your certainty and consider what potential problems could be ahead

2. OPTIMISTIC



Consider what opportunities this situation might present

3. FORCEFUL



Take responsibility and remain firmly focused on what you need to deliver

✦ Coaching Prompt

What do you need to do when under pressure?



Get a well-rounded perspective

When you have a difficult decision to make, your natural preferences have both strengths and thinking traps that can potentially help or hinder the process.

Based on your natural preferences, you may tend to approach decision-making in an intuitive and people focused way, highly attuned to the impact your decisions may have upon others. You tend to have a balanced and pragmatic view to decision-making, demonstrating a calm exterior that could be misunderstood as not caring about the implications of the decision. Thus, whilst you can be viewed as calm and composed, you can also be seen as somewhat cold in your decision-making.

Areas that you may find more challenging would include

making a tough decision when you knew people would be negatively impacted, or being prepared to change your position if faced with new information that challenged your initial decision. At times, you may be slow to move towards taking action, failing to focus enough on the potential positive outcomes of the decision. You may be overly certain that your feelings and intuition are correct, dismissing logic and facts that suggest differently.

Flex your thinking when making a decision by asking yourself:



If you had to make a decision right now, without any more thought, what would you do? Why haven't you done this?



What is the biggest, most bold action you could take right now? What would need to be true in order for you to do this?



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?"



It's important to ensure that we FLEX our style when making decisions. Ask yourself, "What would a Logical perspective on this situation be?"



It's important to ensure that we FLEX our style when making decisions. Ask yourself, "What would a Forceful perspective on this situation be?"



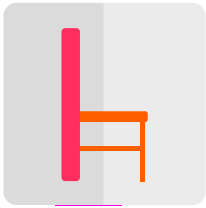
Maintain your motivation to make this decision by asking yourself, "What is the big opportunity here?"



Coaching Prompt

How might you improve your decision-making?





Consider a Forcefully Optimistic perspective

Your Empty Chair represents the performance preferences that are least within your Spotlight. Prime yourself to see situations from this perspective to enhance your adaptability.

To dial up your Empty Chair thinking, ask yourself:



What conversation am I avoiding?



What's the worst that could happen, and how likely is it really?



What are my greatest hopes for this?



What can I not afford to delay any further?



Who do I need to be more challenging with?



What would the boldest thing I could do be?



If I had to take a risk right now, what would I do?



Who do I need to be more direct with?



Where should I be unwilling to compromise?



If I had all the confidence in the world, what would I do?

✦ Coaching Prompt

When do you need to dial up your Empty Chair thinking?



03

PERFORM

Maximise | Adapt | Perform

Perform to your potential

Martin, unlock your potential and get the best out of yourself and others by understanding what makes you tick and how to build your confidence.

Drivers

Identify the little things that make you tick and explore ways of tapping into your personal drivers on a regular basis.

Energisers

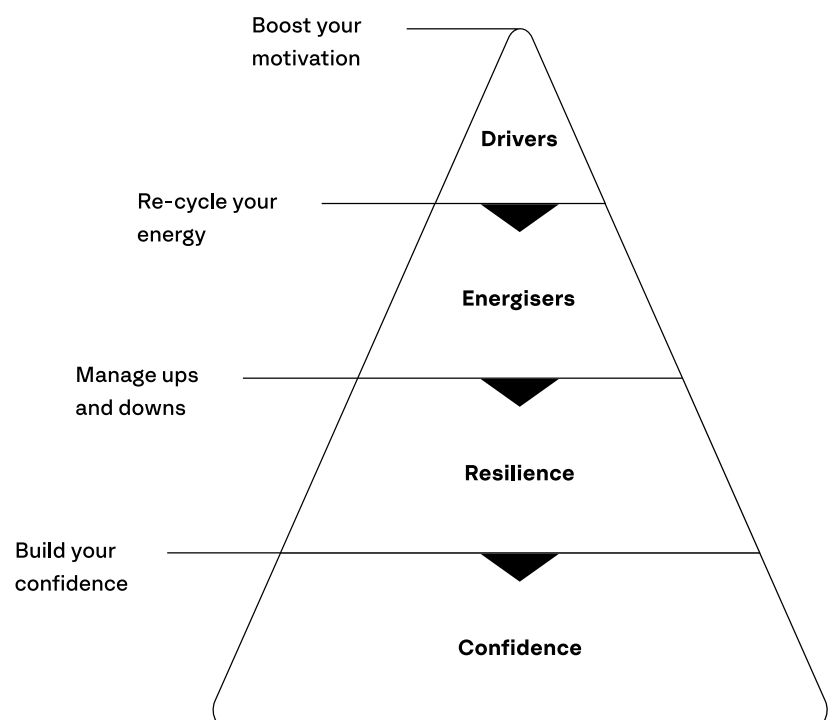
Consider ways to re-charge and expand your energy reserves to help you maintain high levels of performance.

Resilience

Stay focused following success or bounce back from a setback by exploring personalised strategies to help you prepare for, manage, and respond to life's ups and downs.

Confidence

Build a secure base to your confidence by identifying the things that can boost it and the inner voice that can drain your confidence.



Boost your motivation

Personal drivers are the little things that help you maintain motivation and progress towards your goals. Identify ways to make small changes in how you think or act to craft your role in a way that is meaningful and keeps you driven over time.

Your personal drivers may include:



Keeping the peace and working well with others



Taking care to not get carried away when things are going well



Gaining clarity over what lies ahead



Recognising and highlighting the contributions of others



Working with and assisting others in an informal manner



Bringing a calming presence of mind, preventing others from getting carried away by the emotion of a situation



Taking measured steps to address your potential concerns



Helping those in need to focus on the positives



Building relationships and connecting with others



Offering a considered and level-headed perspective to stressful situations

✦⁺ Coaching Prompt

How might you tap into your drivers more regularly?



Re-cycle your energy

Maintain high levels of performance by understanding what drains your energy and what can help you re-charge. Consider ideas for re-charging your batteries in the short term and expanding your energy reserves in the long term.

You may be investing your energy by:



Really tuning into your emotional reactions to situations



Really pushing yourself to be more assertive and decisive in order to get things done

To re-charge, consider:



Re-connect with close friends that you have lost track of



Declutter your mind. Get things into a diary or calendar so you don't have to hold them in your head



Spend quality time with friends and family



Technology detox - disconnect yourself from technological devices



Take time to reflect on some of the good things you have done recently

To expand, consider:



Block out time for physical activity



Take the time to review your recent successes



Prioritise getting things done that won't take you long to complete



Do an activity that gives you an adrenaline rush



Hold yourself accountable to keeping the time you set aside for yourself

✦ Coaching Prompt

How might you re-cycle your energy in an effective way?



Manage ups and downs

Life is full of ups and downs. Consider personal strategies for managing these moments to stay focused following a success or bounce back from a setback.

Following a setback, you may:



Appear even-tempered in your reaction, showing little reaction to the setback despite how you might feel



Spend time reflecting on the situation, calmly considering what it might mean for you and others



Having taken the lessons from the setback you will move forwards in a calm and steady fashion

Following a success, you may:



Respond calmly and considerately, as the emotional high does not last long



Remain humble and grounded to avoid getting carried away by the result, knowing that true success is achieved internally



Become focused on the next task, staying true to who you are and what you believe

To proactively manage your ups and downs, consider:



Whilst you may gain a sense of stability and consistency from spending time engaged in personal self-reflection, there may be great benefit in finding ways to speak to others about how you feel, and any potential sense of self-doubt



After a setback, ensure that you reflect on the experience to work out what lessons you can take from it, how you can grow as a result of the experience, and what you will do differently in the future as a result



Although it may feel a stretch, you may benefit from learning how to move on by taking action rather than dwelling on any mistakes you may have made in the past



Coaching Prompt

How might you become more resilient?



Understand your inner voice

Gain control of your confidence by understanding your inner voice and knowing where you get confidence from. Experience the base of your confidence by tapping into a broad range of 'sources' of confidence for you.

Remember

True confidence is not the absence of doubt but is our ability to commit to action despite the presence of this doubt. Your inner voice may sound like:



What if others don't think I am a good person?

Your natural sources may include:



Getting advice and encouragement from important others



Understanding what triggers your emotional responses



Being clear on what you can control, can influence, and what you must accept you can't control



Speaking to yourself with self-compassion, kindness, and encouragement



Feeling valued for your input



Focusing on controlling your reaction to what is going on around you



Giving yourself emotional distance by labelling how you're feeling in the moment



Reminding yourself of the people who will support you no matter what

Expand your base by:



Sharing your thoughts or opinions in the moment



Embracing new opportunities to prove and reinforce that you can do difficult things



Coaching Prompt

How might you develop more robust confidence?





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