



Spotlight

Impact Study



Since its launch, Spotlight has been used with thousands of individuals in a whole host of different contexts. These have included professional and Olympic sport, business, healthcare, finance, hospitality, education, government, along with many more...

Anecdotally, we've received lots of feedback around the impact Spotlight has had - from developing adaptability and resilience to helping individuals and teams work better together.

To build on our understanding of the impact Spotlight can have, the Mindflick research team set out to explore how Spotlight has been used in all these different contexts, and how it has impacted the lives of those who have used it...

The Study

To remain open-minded as to what we may find, we decided to interview a number of people who had used Spotlight in their context so that we could understand how they thought using the profile had impacted them.

To do this, we approached a number of people who had engaged with Spotlight. Out of all those we approached, we were able to interview 16 from a variety of backgrounds – ranging from headteachers and Olympic athletes, to business leaders, and Michelin-star chefs!

The main question at the heart of our interviews was, "what impact has using Spotlight had on you as an individual?" We then used a series of prompts and follow up questions to draw out the different ways in which Spotlight had led to tangible and meaningful change.

These interviews gave us over 20 hours' worth of data, which we then looked to make sense of using Thematic Analysis – a systematic and rigorous process used to identify common themes across a diverse range of data.



Finance



Senior
Business
Leader



Athlete



NHS



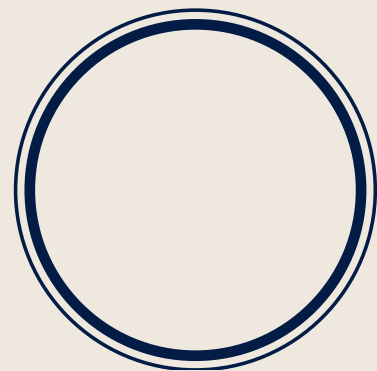
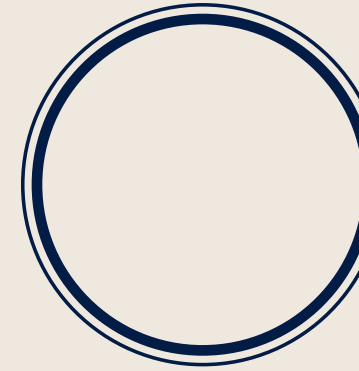
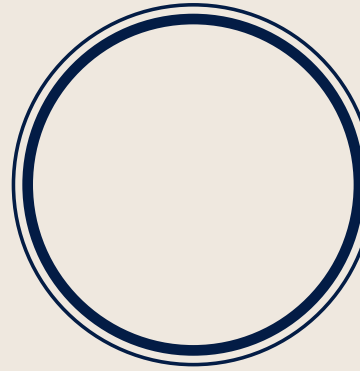
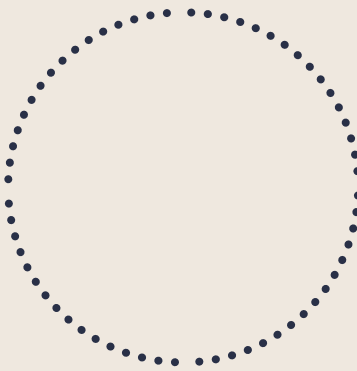
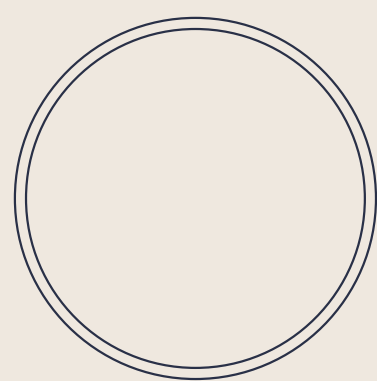
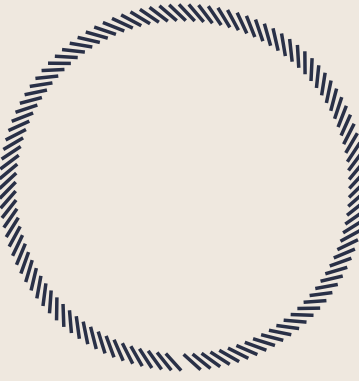
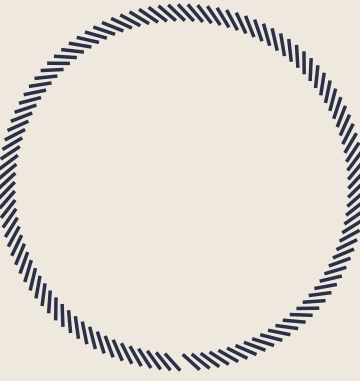
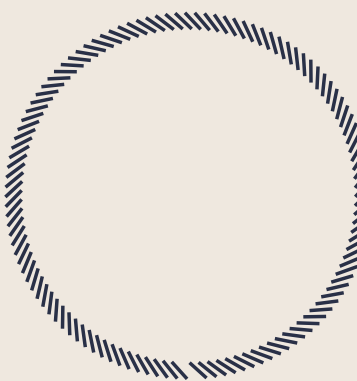
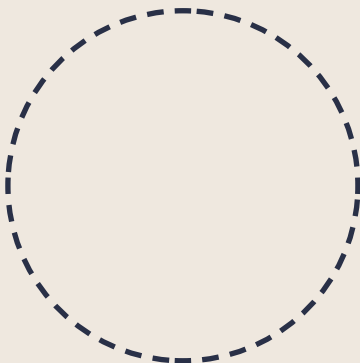
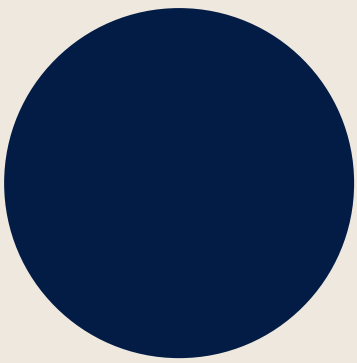
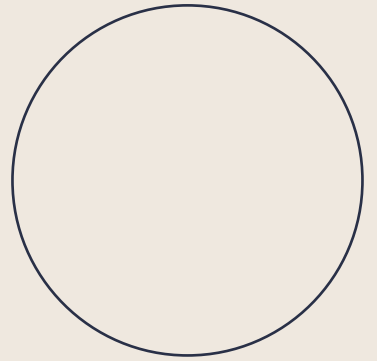
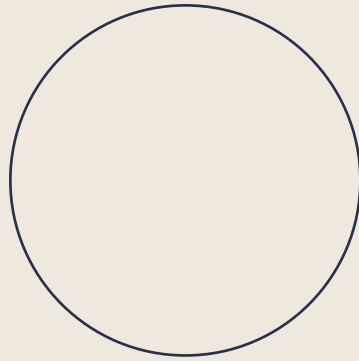
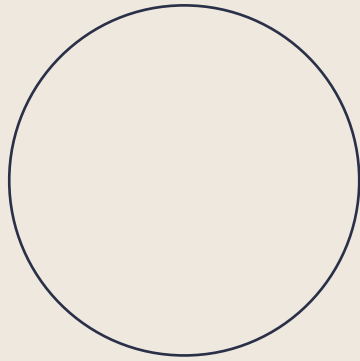
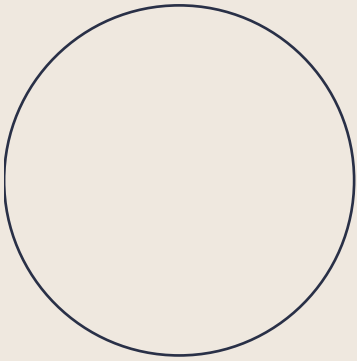
Chef



Rock Climber



Education



The Results

The thematic analysis revealed a number of key trends and ideas from across the interviews.

We were able to group these trends around 7 major themes - all of which you can find out more about over the coming pages, along with some recommendations based on each of these findings...

Exploring the impact of using Spotlight

Accurate self-assessment,
deeper self-knowledge, self-
development

Self-awareness P5

Empathy, social
sensitivity, situational
sensitivity

Contextual Sensitivity P7

Control, acceptance,
confidence, strengths'
focus

Positive Outlook P10

Behavioural
adaptability, cognitive
flexibility, perspective
taking, problem solving

Adaptability P12

Managing self, self-
control, performing
under pressure

Self-Regulation P14

Difficult conversations,
communicative adaptability,
influence, interpersonal
relations

Interpersonal Skills P17

Shared understanding, connection,
strengths-based culture, team unity,
collaboration, cognitive diversity

Team Effectiveness P20

Self-awareness

Everyone we spoke to talked about how Spotlight helped them to become more self-aware - and this was often the first step in creating the other areas of impact that we found in the study. People gained a greater understanding of their strengths and weaknesses, a deeper knowledge of why they do the things they do, and also spoke of being more aware of how they may come across to others. There were different ways in which the self-awareness created by Spotlight impacted the people we interviewed, these included...

Deeper self-knowledge

Not only did Spotlight help people to understand how they came across, but it also helped to explain why they came across in such a way through its focus on mindset. This helped people to understand the different ways in which they may react to successes, setbacks, and pressure.

Accurate self-assessment

Spotlight helped people to identify and clearly understand their character strengths and weaknesses (an internal self-awareness) and also helped people to understand how they came across to others (an external self-awareness)

Self-development

People also spoke about how Spotlight helped them to identify areas for growth and development - so that they could achieve their personal goals and ambitions. By giving people tangible ways to develop and grow their strengths, while navigating potential blindspots and biases, Spotlight provided people with the stimulus for enhancing their awareness of what they needed to work on in order to move towards their personal goals.



Spotlight gave me a third person point of view of myself, which helped me to understand how I appear and show up for other people versus how I show up for myself

Participant 2 - Olympic Athlete

Recommendations

Enhancing self-awareness was often the starting point to creating meaningful development and change. When using Spotlight consider...



How you might help others to understand their own preferences in relation to their values, passions, and aspirations (i.e. internal self-awareness) and also how they may come across to others (i.e. external self-awareness)



How you might help your clients to understand their mindset by exploring how they respond when something important is on the line



How you might use the profile to stimulate conversations around personal goals and ambitions (e.g. asking your client how they think the profile could help them?)

Contextual Sensitivity

We found that Spotlight had a significant impact on participants contextual sensitivity - that is, their ability to notice and read both people and task related cues in any given context, to then choose the best course of action for the situation. There were different ways in which Spotlight helped people to do this. These included...

Social Sensitivity

Spotlight also helped people to become better at reading the social cues of a situation. For some, this involved being able to judge how certain messages were landing. To others, this allowed them to use the words and body language of others to figure out their likely preferences, emotional states, and needs more effectively.

Empathy

Almost everyone we interviewed referenced how Spotlight gave them a better understanding of others' behaviours and perceptions of the world - allowing them to recognise, understand, and share these perspectives and feelings. The frameworks provided by Spotlight helped them to put themselves in other people's shoes, becoming more tolerant, understanding, and patient of the behaviours of teammates and colleagues (i.e. adding context to others; behaviours - instead of judging or labelling them)

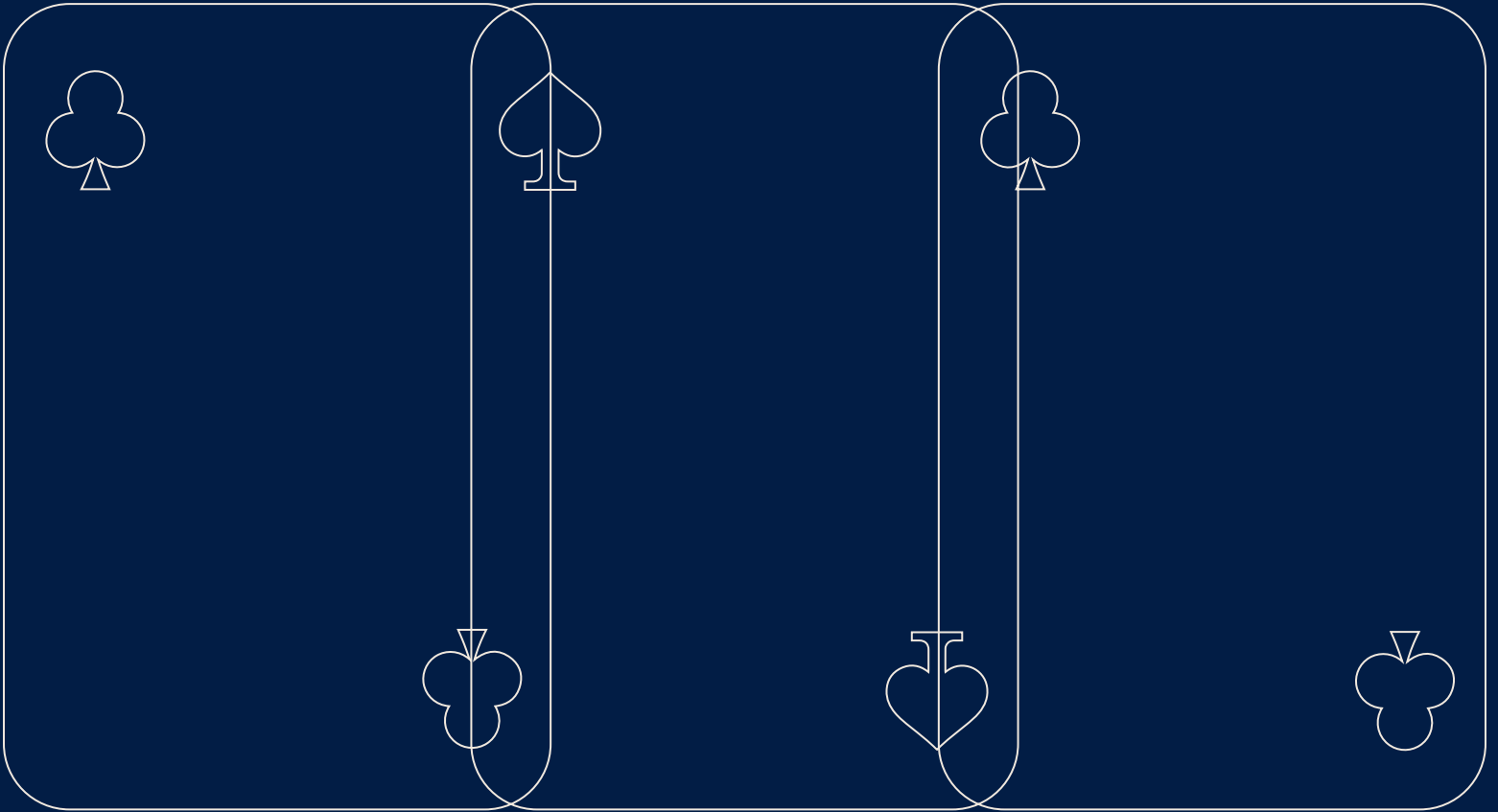
Situational sensitivity

Spotlight also helped some people become better at understanding the behaviours or mindsets required for approaching different tasks and situations. For example, one of the teachers we spoke to articulated how Spotlight helped him to recognise the strengths of each of the different mindsets. This allowed him to determine that, when responding to the ongoing COVID crisis, an engaged mindset was needed to keep on top of and respond to rapidly changing government advice, whilst a contained mindset was needed when conveying these changes to fellow staff so to maintain a sense of calm and clarity.

“

Thanks to Spotlight, I really, really get when to demonstrate different behaviours. That actually sometimes it isn't the time to play a particular card. It actually might be the worst time to play that card. And so, I don't keep thinking that because I'm bloody brilliant at playing this card that I'm going to always play it.

**Participant 1 - Product Development Director;
FTSE 100 Company**



Recommendations

Exploring when the different mindsets and behavioural styles are useful can be a great way of helping to build contextual sensitivity. When using Spotlight consider...



How you might use the FLEX framework to help people recognise the preferences of others, and so better understand the alternative worldviews they may encounter (e.g. how might this person be seeing this situation?)



How you might use COPE to help those you're working with recognise when to use each of the mindsets based on their specific context (e.g. what mindset might be required here?)

Positive Outlook

The third theme centred around how Spotlight helped people to see the world through a more positive lens, giving them a more empowering way of seeing themselves, others, and the world around them. This positive outlook was described in a number of different ways, having impact on the following areas...

Control

People described being able to focus on the things within their control, such as what they are thinking and doing in response to situations or events that are outside of their control (rather than dwelling on their initial reaction). This was enhanced by an enhanced recognition that they could change their way of thinking (i.e. shifting mindset) and behaving (i.e. flexing) beyond their default worldview, giving them a greater degree of choice and control over their actions.

Confidence

People also spoke of how Spotlight helped them to feel more optimistic and confident about approaching and navigating challenges. Overall, this gave them more belief in their ability to get the best out of themselves and others.

Strengths Focus

No matter their preferences, individuals spoke of how Spotlight helped them to feel proud of their strengths and see their natural tendencies in a more positive light. Furthermore, through understanding that their weaknesses were often linked to their strengths, this helped them to focus on how to use their strengths effectively in different contexts, without over-playing them.

Acceptance

Building on the increased sense of control, people also said they were much more able to accept things for how they were. This helped them be more at ease with challenges, to recognise personal limitations and differences, and ultimately be less critical of themselves and others.



When I did Spotlight, during those weeks hope began to appear again... I think it helped me understand my strengths, and I suppose reinforced the sense of belief in myself.

Participant 12 - Plastic Surgeon

Recommendations

The language and areas of focus included within a Spotlight profile are based on positive psychology, creating a positive and empowering outlook on development. When using Spotlight consider...



Ways to use the anatomy of a strength resource to help gain a deeper understanding of all aspects of their strengths - what unique strengths do they bring to their team? How might these be perceived when overplayed? And how can these strengths be applied in different situations?



How you might encourage individuals to enhance their sense of control over particular challenges (that may feel out of their control), by using the FLEX and COPE frameworks to provide a different way of viewing and approaching the situation?

Adaptability

Everyone we spoke to described ways in which Spotlight helped them to become more adaptable - helping them to change their way of thinking or behaving so that they could be more effective in achieving a particular goal. This adaptability manifested itself in a number of different ways, including...

Cognitive Flexibility

After using Spotlight, people were able to think in different ways. This was underpinned by flexibility of mindset, with the COPE model providing a framework for tapping into the four different mindsets. People described how they would shift between these when needed, allowing them to focus on different aspects of a situation and think in new ways. This included being able to take the emotion out of situations (i.e. Contained), focus on possible opportunities (i.e. Optimistic), think ahead to identify things that could potentially go wrong (i.e. Prudent), or be prepared to respond quickly to changing situations (i.e. Engaged).

Problem Solving

Finally, the adaptability and perspective taking promoted by Spotlight helped people to look through different frames - providing a tangible means to help them reframe the way they were viewing the challenges they faced. This not only allowed them to navigate problems more effectively, but people also felt that they had become more innovative in the way they problem solved and made decisions.

Behavioural Adaptability

People described being able to “flex their style” to perform a task more effectively. This involved them being able to tap into different behaviours that may have come less naturally to them, allowing them to keep moving towards a particular goal (e.g., needing to slow down and reflect, before pressing “go” on a decision).

Perspective Taking

Spotlight gave people a framework to explore the different perspectives through which people may see the world - whether this be using FLEX (e.g. what might a Logical view on this be?) or COPE (e.g. how might we approach this from a Prudent mindset?) to explore different world views.



I think that Spotlight gives something that's really tangible. So, it's not just like can you move? It's actually the techniques, and then where would be the ideal place to move to?

Participant 15 - International / Olympic Athlete

Recommendations

The language, philosophy, and frameworks that underpin Spotlight are really important for enhancing adaptability. When using Spotlight consider...



How you might emphasise adaptability through the language you use when working with Spotlight (e.g. using phrases such as "You lead with...", rather than "You are...")



Helping clients to understand their method for adapting by exploring times when they have already done so successfully (and exploring how they managed to do this?)



How you might embed the COPE mindsets into specific work contexts (e.g. using the four COPE mindsets to help people for a meeting)

Self Regulation

Spotlight also helped people to regulate themselves better - helping them to perform and manage their mental wellbeing. This was seen in relation to both managing themselves in situations where emotions were running high, and also being able to get into the “right headspace” under pressure. This was described in the following ways...

Self-control

Another key takeaway for many was how Spotlight helped them to better manage their emotions. This came through an initial understanding of how their sensitivity to threat and reward may affect their responses to successes and setbacks, alongside the increased feeling of choice in how they can view these situations, rather than feeling like a slave to their initial reaction and associated emotions.

Managing Self

Spotlight gave people an insight to understanding what works for them, allowing them to build their unique understanding of how they get into “performance mode”. People also mentioned that the insight provided by Spotlight helped them to look after their mental wellbeing in a better way by understanding how to recharge and create an environment which added more balance to their life (e.g. spending more time doing things they enjoyed that aligned to their values).

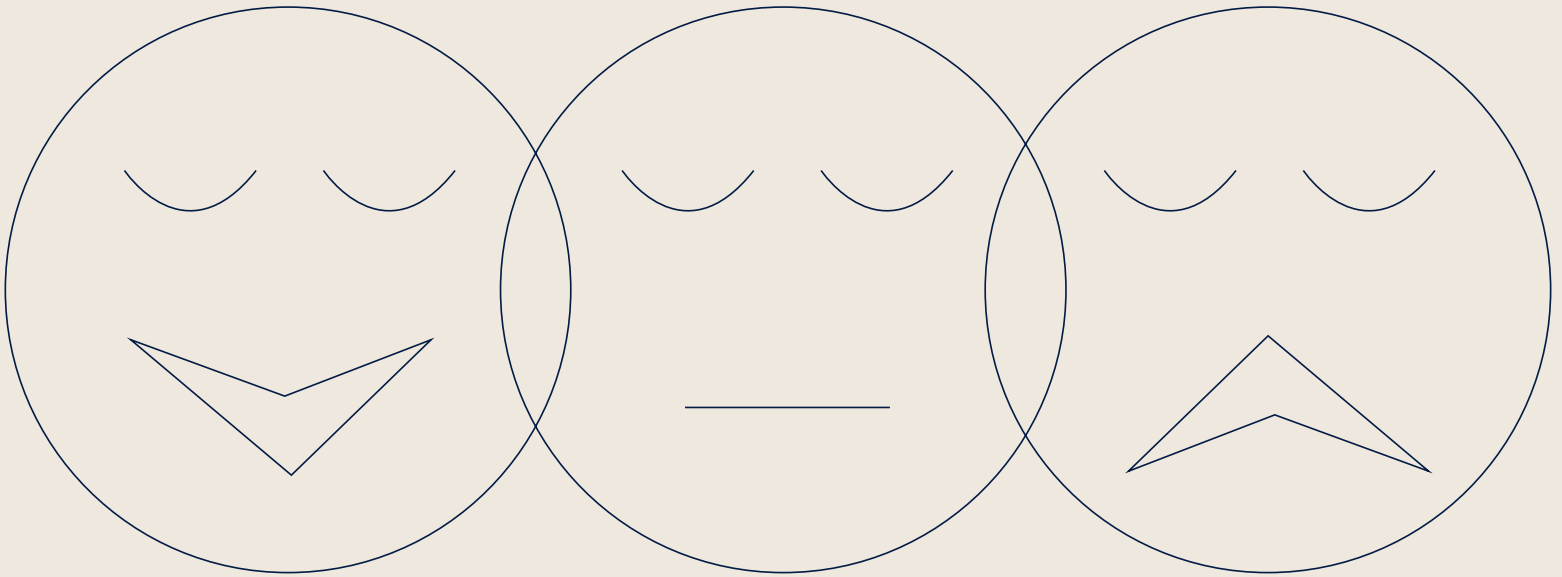
Performing under pressure

Spotlight also helped people to perform better under pressure - whether it be in the way it helped them to communicate with clarity, take a step back from the emotion of the situation, or embrace the discomfort of moments when important consequences were on the line. It did this by helping individuals to understand what they might look like under stress, and subsequently develop personalised strategies to help them remain adaptable in highly pressurised situations - avoiding the fixedness that often comes when under pressure.

“

I suppose the situations where Spotlight has helped me the most will be the ones where I'm just trying to take the emotion out of it... My biggest weakness is my emotional switch. I get very emotional very, very quickly and I let my emotions drive my behaviour. And trying to actively recognise this and take the emotions out of it is where Spotlight helped the most.

**Participant 1 - Product Development Director;
FTSE 100 Company**



Recommendations

With a focus on mindset and performance, Spotlight can be used to provide insight and stimulus to developing self-regulation skills and strategies. When using Spotlight consider...



How you might use the Pressure and Take Care pages to help those you're working with recognise the early warning signs of pressure for them and when they may be starting to get derailed by emotion



How you might bring the Stressors page to life by helping others understand some of the things that may trigger them to becoming more emotional in their thinking or reactions



How you might use the 1-2-3 on the Pressure page to come up with a personalised strategy for those you're working with, helping them to recapture some of their natural adaptability when they feel under pressure

Interpersonal Skills

Spotlight also helped those who we interviewed to improve their interpersonal skills. Specifically, engaging with Spotlight helped people better communicate, build stronger relationships, and influence others more effectively. These skills were described in four different ways...

Communicative Adaptability

Linked to this idea of framing, Spotlight helped people to tailor their communication styles to suit their audience. In particular, the FLEX framework provided a guide for how to best deliver a message (e.g. pace, style of message), whilst the COPE framework helped them to consider how to frame a message to be more reward or threat based (e.g. these are the potential benefits / these are the problems it will help us avoid).

Interpersonal Relations

Combined, all of these things helped people to build more effective relationships with others - both inside and outside of work. Spotlight not only helped users to identify and understand the perspectives of others (i.e. increased empathy), it allowed people to build trust and strengthen relationships.

Difficult Conversations

Spotlight helped people approach and engage in conversations they may have previously avoided. They were able to do this because of the way it gave them a guide as to how to get into the right mindset to have such conversations (e.g. what mindset is most useful to me right now?), and helped them to identify the possible preferences of others so to frame their messages to have the most impact (e.g. how might I tailor my message so it lands with the person I am talking to?).

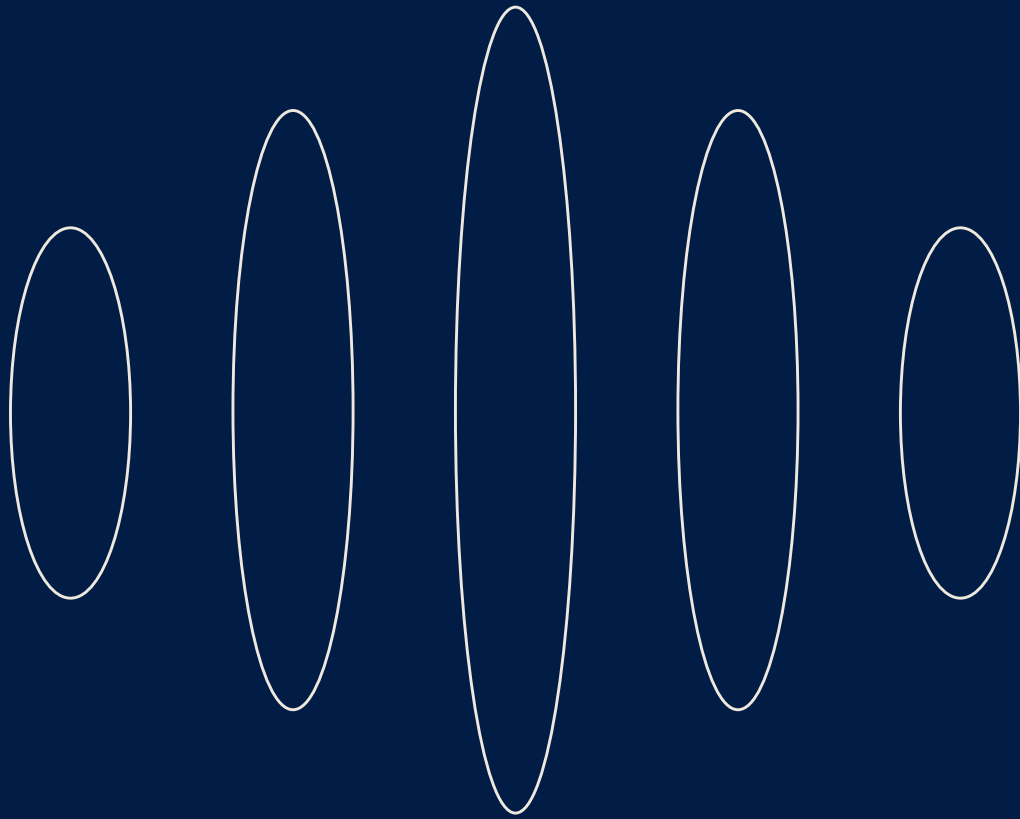
Influence

The ability to frame messages in different ways using the Spotlight frameworks helped people to better influence those around them. By being able to identify the possible preferences of others, individuals reported an increase in their ability to motivate others, negotiate effectively, and persuade others towards a particular point of view.

“

I'd worked with a colleague for many years and we were very different people. Spotlight helped me to see how I was maybe perceived by this individual. So I tweaked the way I spoke to them, and after about two or three conversations his whole demeanour warmed, because obviously I was on his wavelength and whatever I was giving him is what he needed. It was amazing!

Participant 5 - Clinical Nurse Specialist; NHS



Recommendations

Spotlight can help people develop their interpersonal skills in a variety of ways, helping them to build trusting relationships. When using Spotlight consider...



How you might help those you're working with use the FLEX model to work out the best way to deliver their message for their intended audience (e.g. how might I best frame this message for someone who leads with a forceful preference?)



How you might help your client to consider ways they can frame the same message in a way that speaks to different mindsets? (e.g. to avoid loss / gain rewards)



How you might work with clients to figure out what approach they need to take in order to have conversations in an effective way - e.g. what mindset / style might they need to be in to deliver their messages in the best way?

Team Effectiveness

While the focus of this study was on the impact Spotlight had on people individually, many people also told us about how using Spotlight resulted in wider benefits for the team they were part of. This was often as a result of Spotlight being used as part of a wider team-based intervention for many of those we spoke to. Team effectiveness was improved in a number of ways...

Team connection

Spotlight helped speed up the natural process of getting to know each other, building connection between team members, and accelerate the rate at which people got to know each other at a deeper more meaningful level.

Cognitive diversity

People also reported that using Spotlight resulted in higher levels of cognitive diversity, with teams actively seeking out and encouraging different opinions and perspectives within team meetings and discussions.

Team unity

Spotlight helped teams to work towards a shared goal in spite of differences by allowing them to establish greater clarity on what their collective goal was.

Shared understanding

Within teams, Spotlight helped to build a shared 'sticky' language around people, adaptability, and performance, that resulted in team members valuing the behaviours of others (i.e. see the positive intent), and understanding individual differences.

Strengths-based culture

The strengths-focus of Spotlight helped teams to recognise, value, and encourage the development of each other's strengths.

Collaboration

People also described how Spotlight helped to improve collaboration within their teams. This came as a result of understanding how different mindsets and behavioural styles can be complimentary when difference is valued.



I would recommend to anyone in a new team to do Spotlight early on. I felt like we bonded and connected and moved the culture forward much more rapidly from doing the Spotlight profiles.

**Participant 3 - Headteacher,
Primary Education**

Recommendations

Whilst Spotlight can be great at an individual level, when used in a team it can help to create wider change within teams and organisations. When using Spotlight consider...



How you might encourage the development of a shared language within the teams you're working with, so that it's not just a one-off experience?



How you might embed the principles, frameworks, and thinking provided by Spotlight within the teams you're working with?

Final Thoughts...

During the study we interviewed people with a range of different backgrounds - from elite athletes to plastic surgeons. We heard how the different impacts that Spotlight had come together to contribute to: personal and professional development; improved relationships, better leadership skills; improved levels of productivity and performance; and opportunities for promotions and career progression. Indeed, one participant commented:



Different people in very different businesses will get a very similar set of skills and understanding, but these can be applied in so many different ways, depending on what situation they're in.

And this is something we saw evidence for, as participants described the different ways these impacts had come together to drive them towards their overarching goals.

We also learnt that Spotlight has the most impact when it is embedded and brought to life in the context it is used (through coaching, conversation, and on-going work!). By bringing the mindsets and behavioural styles to life in their world, using the COPE and FLEX models as frameworks for thinking and working around challenges, we can encourage those using Spotlight to think and act in different ways, and turn their newfound awareness into something much more powerful.

Key Takeaways

1.

By using Spotlight, we can help people experience a number of different benefits, which can be grouped into 7 different themes - self-awareness, contextual sensitivity, positive outlook, adaptability, self-regulation, interpersonal skills, and team effectiveness.

2.

Many of these impacts are intrinsically linked, as Spotlight starts by building self-awareness, before providing tangible ways in which individuals may begin to grow other skills, such as adaptability and self-regulation.

3.

The way in which we use Spotlight will often be driven by what those you are working with are looking to achieve - understanding their frame is important in order to ensure they experience tangible progress towards their goals.

4.

When used within team, Spotlight can begin to create a shared language, help teams to collaborate more effectively, enhance cognitive diversity, and build connection and a sense of unity.

5.

To create lasting change, we need to go beyond using Spotlight as a profile, and turn it into a way of thinking by embedding the COPE and FLEX frameworks into the flow of work.



Spotlight has absolutely changed my life. I would not have got that promotion without Spotlight. I guarantee that. There's no way... I'm seen as somebody so different to who I was three years ago

Participant 7, Head of Learning; Financial Sector



I would always try and be a better version of myself. With all the information that I have from Spotlight, I can be more effective, really. Whether that's creatively, or management style, or to lead by example, or be more empathetic.

Participant 14, Head Chef; Michelin-star Restaurant



We've enjoyed a lot of success. The Spotlight profiles helped with that. Results have steadily gone up here. I just think I'm much better at my job. And I think staff are much better at their job too.

Participant 3, Headteacher; Primary Education

