



## SpotLight Coaching Affinity

Coach: Katarzyna 117

Client: John 1

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Affinity: a close connection marked by community of interests or similarity in nature or character.

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Coaching is a highly effective way to introduce change. It is based on a deep working alliance between two people – a Coach and a Client. A well founded and stable relationship gets results. It needs mutual trust, confidence and liking of one another. Shared values will be helpful as well as similar ways of seeing the world. However this doesn't mean that Coach and Client need to be identical. A different point of view can be very helpful, providing a 'charge', a frisson, an energy which can help the coaching process.

For this alliance to work there are a few things that are critical for the Coach to have: For example:

- The Coach must be client-centred
- The Coach must establish rapport very early
- The Coach must be prepared to both support and challenge as appropriate
- In a short time the Coach must establish trust in the relationship, and this trust must be maintained.

When these are established we call it Affinity. The factors that might affect the Affinity between Coach and Client would include:

- Shared values
- Similar behavioural responses
- Agreement as to methodology
- Agreed and shared expected outcomes

Clearly a large part of this Affinity will come from the initial 'chemistry meetings' at the beginning. At these meetings both the Coach and the Client would have a set of key questions that need to be asked.

Beyond these questions however is the relationship between the Coach and Client personalities. This does not mean that the two should be identical. In fact if the personalities are too similar then there are fewer opportunities for personal development. They are too alike. But if the Coach and Client share some similarities then that can help the Coach to understand how the Client is feeling. If the Coach is very different then these differences can help provide a valuable alternative viewpoint.

### Spotlight Affinity

To form a successful relationship the Coach and Client must understand the differences between them?

To show this the Affinity report sets the Coach as the baseline and then compares the Client to this. And the Affinity report follows the Spotlight model to show:

Where the Coach adds relative strength to the relationship

What the risks in the relationship are

What are the frustrations that the Coach may encounter – the hotspots than might challenge the relationship

What is the Challenge for the Coach. What does the Coach need to do to make this work.

Note that this report, while similar in appearance to the normal Spotlight report, uses a different baseline. A Spotlight report compares a person to the 'average' person, that is, the person who scores 5.5 on all Facet5 factors. The Affinity report compares the Client to the Coach's own Facet5 profile.

These charts and the comments show how you (blue dot) compare to John 1 (red dot). The dots show your scores on the Facet5 sub-factors and the comments follow the Spotlight format but in this case John 1 is compared to you rather than the mean population score.



## Making decisions and setting goals



Strengths	Risks	Frustrations	Challenges
<b>You ...</b> are equally very strong willed, assertive and committed to your own ideas	<b>You may be seen as ...</b> unwilling to compromise, stubborn and unnecessarily argumentative.	<b>You may be frustrated by ...</b> dealing with John who is as committed and determined as you are and therefore unwilling to concede	<b>Your challenge could be to ...</b> try being more flexible and impartial when the issue is not really important to you



Strengths	Risks	Frustrations	Challenges
<b>You ...</b> both prefer to avoid conflict but will argue and defend your case if challenged	<b>You may be seen as ...</b> fair and balanced unless you feel very strongly about something	<b>You may be frustrated by ...</b> people like you who won't stand up for themselves and those who argue and challenge just for the sake of it	<b>Your challenge could be to ...</b> make use of your ability to see both sides of an argument and help those who are less able to defend themselves such as John



Strengths	Risks	Frustrations	Challenges
<b>You ...</b> are considerably more democratic than John and your actions will reflect those of the group	<b>You may be seen as ...</b> too dependent on the team for direction and too willing to accept rather than offer advice	<b>You may be frustrated by ...</b> John when they decide independently and act alone without telling you what they have in mind	<b>Your challenge could be to ...</b> request regular updates with John and prepare to share your own thinking



## Engaging with and consulting others



Strengths	Risks	Frustrations	Challenges
<p>You ...</p> <p>have a far more circumspect approach to novel ideas than John and will research and think carefully before committing</p>	<p>You may be seen as ...</p> <p>lacking in motivation and enthusiasm and not interested in innovation or change</p>	<p>You may be frustrated by ...</p> <p>John's perceived loudness and intrusiveness and their willingness to act before fully understanding what is involved</p>	<p>Your challenge could be to ...</p> <p>avoid being misjudged. Show interest when you think that John's enthusiasm is justified. Ask open questions, play for time and present your thoughts in a positive way</p>



Strengths	Risks	Frustrations	Challenges
<p>You ...</p> <p>both value privacy and having time to yourselves but John is much more likely to seek the company of others and to make friends at work</p>	<p>You may be seen as ...</p> <p>reserved, keeping your distance and being difficult to get to know</p>	<p>You may be frustrated by ...</p> <p>John who interrupts you to talk about something that can wait and expects you to attend social events</p>	<p>Your challenge could be to ...</p> <p>arrange 1:1 time with John. They will not intrude and could help you connect with people who are important to your work</p>



Strengths	Risks	Frustrations	Challenges
<p>You ...</p> <p>prefer to research and develop your own ideas and are far less likely than John to involve others</p>	<p>You may be seen as ...</p> <p>losing their attention by being overly analytical and thorough</p>	<p>You may be frustrated by ...</p> <p>John moves too quickly, accepts a superficial view or doesn't think in depth about an issue</p>	<p>Your challenge could be to ...</p> <p>show more obvious interest in John's ideas and be prepared to share what you are thinking and doing</p>



## Focusing on people and tasks



Strengths	Risks	Frustrations	Challenges
<p><b>You ...</b></p> <p>both focus on the task in hand but you are less likely than John to go for the simplest solution every time</p>	<p><b>You may be seen as ...</b></p> <p>both likely to overlook longer term implications and the impact that decisions can have on people</p>	<p><b>You may be frustrated by ...</b></p> <p>when John won't discuss anything at length and is overly sceptical</p>	<p><b>Your challenge could be to ...</b></p> <p>resist colluding with John's short term view by involving more people focused and strategic thinkers in your discussions</p>



Strengths	Risks	Frustrations	Challenges
<p><b>You ...</b></p> <p>focus on your own work load and support when asked</p>	<p><b>You may be seen as ...</b></p> <p>enabling others by covering for them and not holding them to account</p>	<p><b>You may be frustrated by ...</b></p> <p>when John expects people to fend for themselves regardless and doesn't have the knowledge that situations and requirements may change</p>	<p><b>Your challenge could be to ...</b></p> <p>make it clear to John when you believe that a more supportive approach could improve relationships and/or morale and deliver better long term results</p>



Strengths	Risks	Frustrations	Challenges
<p><b>You ...</b></p> <p>You have a trusting and generous nature. You take people at face value and believe what you are told. John is more cynical and can act as a counter balance</p>	<p><b>You may be seen as ...</b></p> <p>easy to take advantage of. Your unwillingness to question things may be seen as an opportunity by John</p>	<p><b>You may be frustrated by ...</b></p> <p>being exploited. Having your motives questioned by John. Not being trusted</p>	<p><b>Your challenge could be to ...</b></p> <p>be consistent in what you say to John. Take note of and deliver what was promised. Prepare to defend yourself</p>



## Managing your work and commitments



Strengths	Risks	Frustrations	Challenges
<p>You ...</p> <p><i>value your freedom and autonomy and are far less likely than John to apply process and procedure</i></p>	<p>You may be seen as ...</p> <p><i>unplanned, disorganised and easily distracted</i></p>	<p>You may be frustrated by ...</p> <p><i>being expected to comply with unnecessary procedures because John relies on them</i></p>	<p>Your challenge could be to ...</p> <p><i>agree objectives with John and respectfully argue the case for being allowed to choose how best to meet them</i></p>



Strengths	Risks	Frustrations	Challenges
<p>You ...</p> <p><i>interpret rules and guidelines very flexibly and are considerably more unorthodox and radical than John</i></p>	<p>You may be seen as ...</p> <p><i>rebellious, difficult to manage and too quick to challenge the status quo</i></p>	<p>You may be frustrated by ...</p> <p><i>John's need to micromanage and insistence that there is a 'right' and 'wrong' way of doing things</i></p>	<p>Your challenge could be to ...</p> <p><i>discuss your differences. Collaboration and compromise could help you both avoid unwanted consequences</i></p>



## Responding to stress and identifying risk



Strengths	Risks	Frustrations	Challenges
<b>You ...</b> have a slightly more balanced view than John that can help to keep a sense of perspective. You don't worry unnecessarily	<b>You may be seen as ...</b> John may feel you are a little overconfident, not seeing things that others see	<b>You may be frustrated by ...</b> having to encourage and motivate. Feeling that John] is slowing things down	<b>Your challenge could be to ...</b> help John to separate real issues from imagined. To maintain a sense of proportion



Strengths	Risks	Frustrations	Challenges
<b>You ...</b> both have a very positive outlook and share a optimistic view of the world. You both see the bright side and minimise risks	<b>You may be seen as ...</b> you may both fail to see problems and be overly confident. John's confidence can lead you to underestimate risks	<b>You may be frustrated by ...</b> finding that neither you nor John have allowed for problems that come up. That you were surprised by unforeseen problems	<b>Your challenge could be to ...</b> capture John's optimistic spirit while being aware of possible risks. Show some caution without seeming negative or unhelpful