

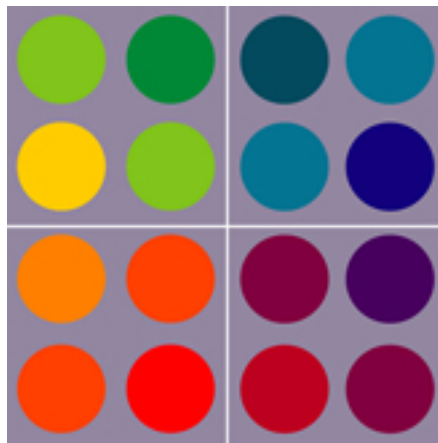


Facet Personal Profile

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Introduction

The Facet5 questionnaire asked for your views on a range of issues. The questionnaire looks at attitudes, opinions and preferences and obviously there are no right or wrong answers. It is not a test, which you can pass or fail, and is more often called a profile, inventory or scale.

Facet5 is designed to look at those aspects which are relatively stable and consistent and which make you what you are. The results do not imply that you are right or wrong or that there are 'goods' and 'bads'. From this picture of you as a person we can develop some ideas about the way you are likely to react or behave in different situations. This report outlines these ideas but it is up to you to work out how accurate they are and how relevant they are to your present situation.

The factors of personality measured by Facet5 are generally considered by psychologists to be the five fundamental "Building Blocks" of a person. We each have a certain amount of each factor and it is this pattern of scores, which gives the picture. They are:

- Will - Determined, assertive, independent
- Energy - Enthusiastic, sociable, involved
- Affection - Open, sincere, warm, generous
- Control - Structured, orderly, self-disciplined

and a fifth factor, Emotionality, which interacts with the others and affects stress tolerance, confidence and emotional state. By taking different views of the same information we are able to look at a person from different aspects showing different "Facets" of character.

Although Facet's main factors are distinct sets of character traits, they are made up of a number of core elements as below:

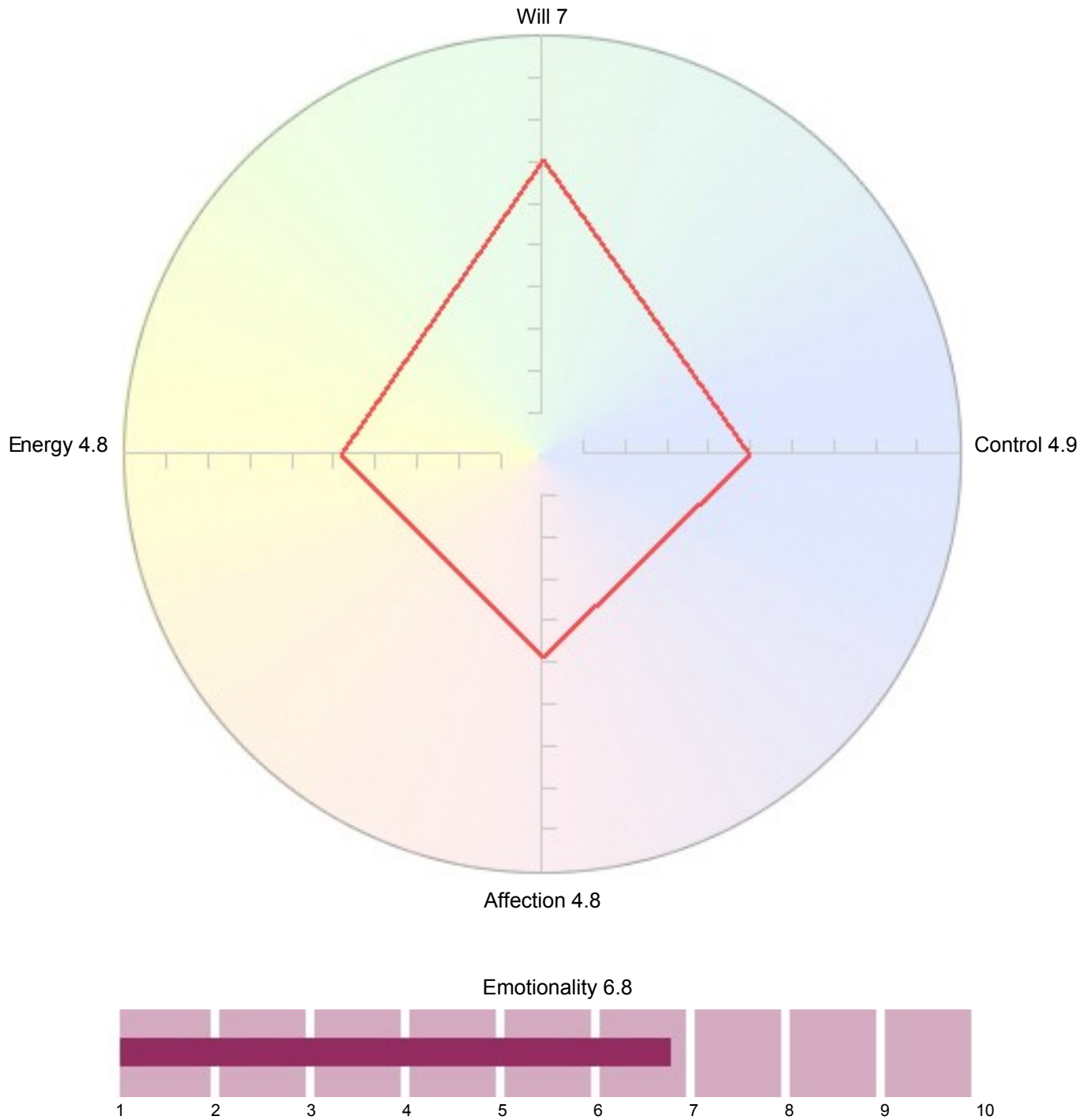
These sub-facets can be extracted separately to show what "flavour" of the main factor is present. For example Will is composed of three "facets", Determination, Confrontation and Independence. Typically, Will scores that are either very high or very low will be reasonably equally composed of each facet. However, more moderate scores may be composed of three equally moderate scores or they may be composed of a mixture of high, medium and low "facet" scores. By splitting the "facets" out of the main factors, it is possible to qualify the interpretation of a Facet5 profile considerably.

We generally show a person's profile using a chart where each scale is divided into 10 points. This particular type of scale is called a "sten" scale, which stands for "Standard Ten". In this type of scale extreme scores (high or low) are more significant in making up a person's type than more moderate scores. Your Facet5 profile and the breakdown of the "facets" for each factor is shown on the following pages.

● Will	Determination	The inner drive to commit to own ideas
	Confrontation	A drive to confront issues as they arise
	Independence	A tendency to go your own way
● Energy	Vitality	Obvious enthusiasm and energy
	Sociability	Interest in being with people
	Adaptability	Involving other's in your thinking
● Affection	Altruism	Putting other people's interests first
	Support	Always trying to be understanding
	Trust	Tendency to take people at face value
● Control	Discipline	Being personally organised and planned
	Responsibility	Being willing to take personal responsibility
● Emotionality	Tension	A general sense of tension or stress
	Apprehension	Being cautious and not over-optimistic

Overall Profile

This profile shows your scores on the Facet factors. Each score ranges from 1 to 10 and the average is 5.5. It is not important whether the score is high or low but how far it deviates from the mean score. Scores which are above 7 or below 4 are considered "extreme" scores. The scores are distributed "normally" and relate to a specific "norm group". The scores obtained allow you to compare one person to another.

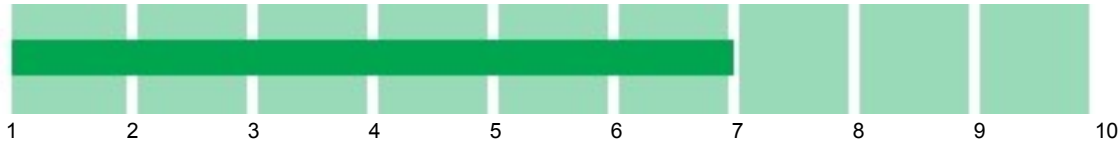


Norm Group used: English Speaking

Norms are based on a sample of over 18500 Facet5 profiles completed in English. 65% completed the profile on paper. 65% were male. The profiles were collected from the UK, USA, Australia, Singapore and NZ. The largest numbers were from IT, Manufacturing, Financial services and the Public Sector. For full details contact your Facet5 distributor.

Will

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People with high scores on Will are seen as dominant, determined, committed and independent. The key is a strong motivation based on firmly held beliefs. Characteristics are firmness, single-mindedness and goal direction. Less favourable qualities are stubbornness and rigidity of view. People with lower scores are more flexible and willing to listen. They don't have strong views and can be talked out of things if strongly challenged. Some may see them as too easily convinced and dependent. Will scores can be broken down as follows:

Low Scores

High Scores

Strengths include

- decides carefully with all the data
- listens and changes views quite easily
- amenable to others - willing to fit in

May be seen as

- unwilling to take quick decisions
- easily swayed by alternative arguments
- too willing to fit in with other people

Determination

8.8



Strengths include

- quick to tell other people what to do
- determined to stick to their views
- willing to take responsibility for events

May be seen as

- autocratic and pushy
- unwilling to listen to others
- too quick to impose on others

Strengths include

- willing to adapt to another's argument
- tries to remain moderate and calm
- doesn't buy in to arguments

May be seen as

- unwilling to face issues
- too quick to give in to an argument
- avoids issues, hoping they'll get better

Confrontation

6



Strengths include

- can hold their own when challenged
- effective in face to face argument
- quick to react and confront issues

May be seen as

- argumentative
- overly aggressive and demanding
- too quick to act and hard to hold back

Strengths include

- willing to consult and seek advice
- needs a team and accepts direction
- flexible and willing to fit in

May be seen as

- too dependent on other people
- too flexible
- too easily led by others

Independence

6.1



Strengths include

- able to work independently
- goes own way even when opposed
- is guided by a strong beliefs

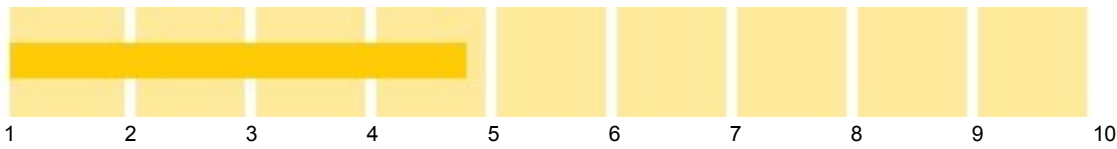
May be seen as

- isolated and inflexible
- unwilling to bend and adapt
- only in a team if they are the leader

Comments: The keynote of your style is a strong driving determination to get your view across. You are quick to direct and instruct people and have a strong sense of vision and purpose.

Energy

4.8



As the name suggests, high scores are energetic, alert, active and enthusiastic. They are gregarious, competitive, fun loving and sociable. They are optimistic and excited about new ventures. Too much Energy can lead to over-commitment. Low scores are quieter, more reserved and private. They keep to themselves, can seem shy and take some time to get to know but make very good long term friends. They don't like social events and can seem distant, cool and aloof to colleagues who want them to join in more. Energy scores can be broken down as follows:

Low Scores

High Scores

Strengths include
 doesn't get overexcited
 can be unobtrusive
 are reserved and self-reliant

May be seen as
 aloof and distant
 unenthusiastic about new ideas
 cool

Vitality



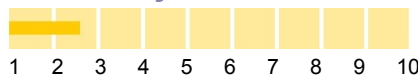
Strengths include
 enthusiastic about new ideas
 willing to start things going
 obviously excitable

May be seen as
 exhibitionist
 frivolous
 impulsive

Strengths include
 do not need company to work
 can build long lasting relationships
 can keep family and work separate

May be seen as
 unwilling to mix
 uninvolved
 makes people feel unwelcome

Sociability



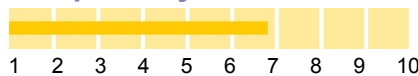
Strengths include
 can make people feel involved
 willing to be part of a family
 makes contacts and friends easily

May be seen as
 too much in need of company
 quick to interfere
 socially pushy

Strengths include
 develops ideas independently
 thinks carefully before speaking
 is capable of sticking to own area

May be seen as
 unwilling to tell others their ideas
 slow to recognise new ideas
 overly specialised

Adaptability



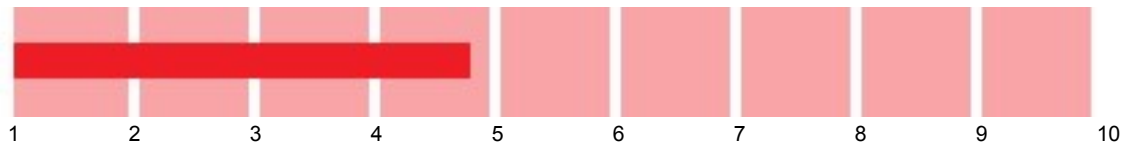
Strengths include
 discusses broadly before acting
 able to adapt to changing evidence
 involves others in decision process

May be seen as
 unable to decide independently
 too quick to change views
 lack of depth of understanding

Comments: People will see you as private and reserved, taking time to get to know and best when you are with people you have known for some time. You may seem slow to make friends but you will work well in a team when you have had time to settle in. You need your privacy.

Affection

4.8



People who score strongly on this dimension are genuinely positive about other people. They are typically warm and supportive, responsive to others' needs, sympathetic and understanding. They are open-minded and receptive to new ideas. They tend to be selfless and are prepared to sacrifice their own interests for others. They are loyal and trusting, but may be taken advantage of by more cynical people. Low scores are more pragmatic and business-like. They are quick to seize opportunities and take advantage. They take decisions quickly and don't get confused by alternatives. Some people will see them as cynical and unsympathetic. Affection scores can be broken down as follows:

Low Scores

High Scores

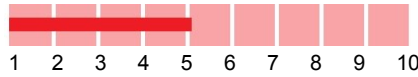
Strengths include

- can detect an opportunity
- can protect their own interests
- can focus on immediate gains

May be seen as

- self serving
- unwilling to help
- manipulative

Altruism



Strengths include

- keen to try to help others
- puts other people's needs first
- do not take advantage

May be seen as

- idealistic
- naive
- blind to commercial advantage

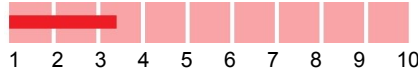
Strengths include

- can be tough when required
- the capacity to see through flattery
- healthy cynicism

May be seen as

- unsympathetic
- harsh in their judgment of others
- critical and unwilling to forgive

Support



Strengths include

- always looks for the good in people
- supportive when there is a problem
- willing to give a second chance

May be seen as

- overly uncritical
- too forgiving
- too soft on people

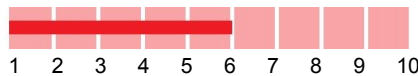
Strengths include

- recognises those taking advantage
- rarely taken advantage themselves
- protects the organisation in deals

May be seen as

- suspicious
- cynical
- distrusting

Trust



Strengths include

- believes in people
- works toward a common good
- willing to believe and trust

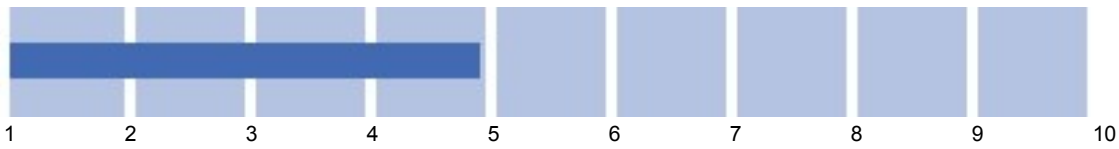
May be seen as

- naive and easily conned
- idealistic
- overly trusting

Comments: You have a concerned and well meaning style but you may appear somewhat critical and quick to speak your mind. As a result people may feel that you are not very supportive of them and can be quite harsh in your judgement.

Control

4.9



The keynote here is self-control, constructive self-criticism and conservatism. Highly controlled people like order, structure, planning and prefer to think ahead. Duty and responsibility are cornerstones of Control and such people will become frustrated and disillusioned if others don't share their views about right and wrong behaviour. They are conscientious, loyal and ethical and can be relied upon to apply themselves consistently to their duties. Low scores are more easy going and laid back. They tend to live for the moment and take things as they come. They are uncritical and liberal in their views. They can seem to be casual, unplanned and even unreliable. Control scores can be broken down as follows:

Low Scores

High Scores

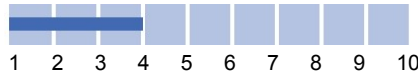
Strengths include

- picks up new tasks quickly
- flexible in their work practice
- free thinking

May be seen as

- easily bored
- undisciplined
- disorganised

Discipline



Strengths include

- measured and steady in work
- always follows through to the finish
- planned and well organised

May be seen as

- somewhat plodding and procedural
- steady but unexciting
- slow to adapt to change

Strengths include

- adapt quickly to different situations
- interpret guidelines flexibly
- challenge the status quo

May be seen as

- irresponsible
- flighty
- rebellious

Responsibility



Strengths include

- strong sense of responsibility
- strict personal code of conduct
- work to high standards at all times

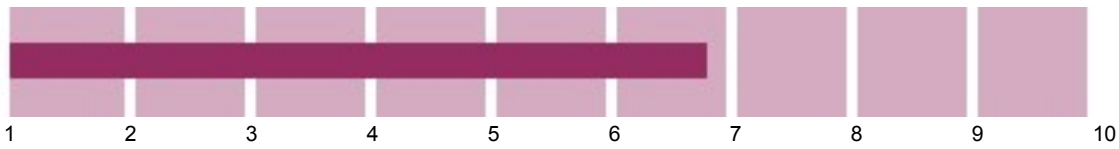
May be seen as

- inflexible in their beliefs
- authoritarian
- conventional

Comments: You are not particularly concerned with details and processes, preferring to look at broader issues and concepts. You are in no way irresponsible, but neither do you take a strong, judgemental view. You tend to handle things as they arise rather than planning ahead.

Emotionality

6.8



At higher levels the person is more volatile and unpredictable, emotional and easily upset. They worry more and can lack confidence in themselves. They need more support and encouragement. However they can be exciting and charismatic. In general we start to see more of the negative attributes of other factors going through into every day life. In general, the higher the Emotionality score is the less predictable and consistent is the picture revealed by the other four factors. Unemotional people are stable and predictable. They don't get flustered or panicked, and take things as they come. Some people may see them as unexciting. At low levels of Emotionality, 'what you see is what you get'. Emotionality scores can be broken down as follows:

Low Scores

High Scores

Strengths include
 can take things as they come
 generally relaxed and unworried
 happy to accept the way they are

May be seen as
 unconcerned and complacent
 impervious to criticism
 unresponsive

Tension

6.4



Strengths include
 focuses more as events get close
 sensitive to changes around them
 seeks to change themselves

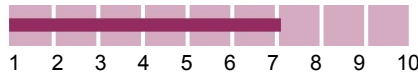
May be seen as
 anxious
 self critical
 nervous

Strengths include
 confident of their own skills
 forward thinking and positive
 consistent from day to day

May be seen as
 overconfident
 failing to see difficulties ahead
 unemotional

Apprehension

7.1



Strengths include
 prefers to stick to what they know
 double checks to avoid errors
 doesn't make assumptions

May be seen as
 negative and overly cautious
 pessimistic
 uncertain and moody

Comments: Although you tend to appear positive to outsiders, people who know you well are likely to see a more cautious or even pessimistic side. This will be more apparent under stress or pressure.