

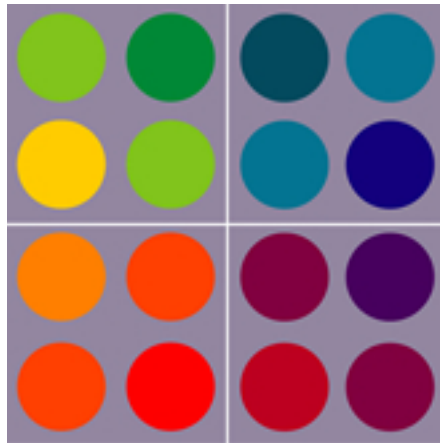


Facet Personal Profile

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Company: Demonstration Client



Family Portrait

What are Facet Families

Facet5 shows 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 that 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. All combinations of scores are possible on a Facet5 profile. Sten scores which are more than 1 score apart would normally result in noticeable differences in behaviour. On this basis there are 1,000,000 possible combinations of scores that would give noticeably different profiles. For convenience we have divided up this huge number of possible patterns into a limited number of 'families' of similar profiles. So a Facet5 Family is a group of Facet5 profiles that are broadly similar in appearance.

How are they calculated?

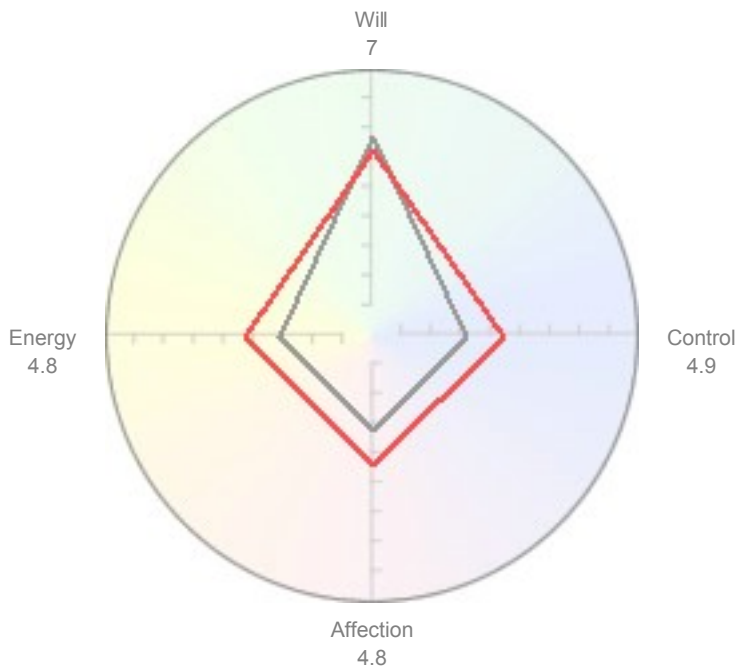
To calculate Facet5 Families we have divided each of the 4 scales into high and low scores (we exclude Emotionality from this group). This reduces the number of possible combinations to 16 but only by forcing all scores to be declared either 'high' or 'low'. This is unfortunate for those people whose scores are more moderate and who may genuinely be classified as 'average' on a particular scale. Facet5 allows for this by introducing a 17th profile that is a combination of moderate scores on all scales.

Facet5 also differs from some other models in the way it decides to which family a profile belongs. Whereas some processes use a "decision tree" approach to determine the classification, Facet uses a more sophisticated "distance" model. Your profile is compared to 17 reference profiles and a statistic is calculated for each comparison. The statistic (Euclidean D^2) is a measure of how similar your profile is to the 17 reference profiles. D^2 has a minimum score of 0 (where you are a perfect match for the reference family) to 324 where you are as far away as possible from the reference family. These 17 statistics are then compared to each other and the lowest one chosen as the one to which you are closest. A D^2 of between 3 and 4 indicates a close fit. Facet5 will then assign you to that "Family". The report shows your profile and the "reference" profile so you can see immediately how close the fit is. Note that occasionally a profile may be close to more than one family. In this case it is possible to see the alternative families for comparison.

Each family is given a specific 'Family Name' which characterises it. Your Family portrait is shown on the following page. You will see two profiles on the chart. The first is your own profile as you saw it previously.

Second you will see a faint profile which is the reference profile for your Family. The similarity between the two profiles will indicate how close you are to that reference profile. The Family Portrait is designed to give a quick overview under a limited number of key headings. It gives a broad summary, describes the type of contribution you would make to a team, your strengths as a leader and what you manager needs to do to help you be effective. Finally there is a brief summary of the types of roles you are likely to be motivated by. Each of these areas is expanded upon in other Facet reports.

Family Portrait



Reference Family:

- **Architect**

Word Picture

- Has a keen sense of purpose
- Imaginative and creative but can seem self-centred
- Knows own mind
- Expects others to stand up for themselves
- Puts own ideas ahead of others'
- Can seem unsympathetic, insensitive, fiercely independent

As a leader

- Has a clear view of the way forward
- Can be exciting and original
- Not particularly sensitive to others
- Expects people to be self-motivated
- Doesn't manage closely
- Blunt about issues which matter
- Allows people to find their own way

Motivated by

- Control and influence
- Creating and thinking
- Taking all the important decisions
- Having own personal space and freedom to act
- Doing own thing

Contribution to a team

- Will take the lead to get own way
- Clearly outlines the way forward
- Accepts idiosyncrasies in others
- Wants a positive result
- May be rather too independent and maverick
- Can seem self-absorbed

To manage

- Pre-sell on new ideas
- Involve in challenging and difficult solutions
- Give responsibility, recognition and status
- Allow authority and control over the performance of others
- Allow own way but be prepared to be tough if required
- Praise successes personally and directly
- Respond to need to advance and visualise future career success