Guide to feedback
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The feedback process

Why give feedback?

The law

The law relating to the storage and release of psychological test data varies from one country to another. For people working internationally it is important that you check the requirements in the country where you will be working. However, as a general rule, an individual has the right to see any information held about them on a computer database. If codes are used it is likely you will be asked to explain these codes.

The moral and ethical dimension

The ethical issue is perhaps more important. When a person completes a Facet5 questionnaire, they are divulging personal information and their effort warrants acknowledgement, respect and a return. The results can be as useful to the individual as they are to the instigator. People are curious to know the results, and the feedback process can inform and give expression and coherence to their personal experience that may otherwise remain vague, unacknowledged or undervalued.

The commercial reality

If feedback is not offered or refused, the usual reason given is lack of time or resources. This is especially true in selection. However, it is as well to remember that for every successful candidate there will be a number of unsuccessful candidates. By definition, most of them are in the markets you are searching and will get jobs, probably with competitors. You may need to search in that market again in the future and it also makes commercial sense to know something about your competition. Regardless of outcome, feedback can leave people with a positive feeling and a positive story to tell about your organisation and the Facet5 process.
Principles of feedback

The popular saying ‘it’s not what you do, but the way that you do it’ is particularly pertinent where feedback is concerned. The duration and depth of feedback may vary, but it will always involve the sharing of personal traits, feelings, values and attitudes and must be handled with sensitivity.

Purpose of feedback

At its most basic, the purpose of a feedback is to:

• leave the individual with an understanding of their Profile:
  – the strengths or benefits – what they are naturally good at and should leverage
  – the downsides or risks – behaviours that they need to watch out for or manage
• to establish whether the individual recognises the Profile as being a fair and accurate reflection of themselves

In addition, feedback usually takes place as part of a larger project and should be fine-tuned to suit the requirements of that specific project.

In the case of Selection, a full length feedback is usually only offered to a short list of candidates or to the successful candidate as part of their ‘on boarding’. Other candidates should be offered the opportunity to book a 30-minute telephone feedback followed by an e-mailed copy of their Family Portrait. Experience suggests that very few take advantage of this offer, but that it is appreciated by those who do.

Most often the reason for administering a Facet5 profile is to provide a platform and framework for developmental discussions. These may relate to individual or team performance, career management, interpersonal difficulties, such as conflict management, or to personal development such as improved leadership or persuasive skills. The purpose is usually to raise awareness of self and others, and to facilitate behaviour change that will maximise strengths and minimise risks.

How can it be made effective?

The chances of feedback actually resulting in noticeable behaviour change depends on a number of factors including:

• How extreme the profile is in the first place
• The external motivation for change, for example, is there a performance issue?
• The internal motivation to change (which can be related to Emotionality)
• The accuracy and appropriateness of the feedback given.
Ground rules for feedback

When giving feedback, you must have respect for other people’s rights, feelings and needs. Feedback must be:

• Meaningful – the feedback should be put into context. Usually this would be a work context but Facet5 is often used for dispute resolution or even relationship counselling

• Positive – the Positive Psychology movement has demonstrated clearly that positive feedback produces greater returns than negative (critical) feedback. The Positivity Ratio usually ranges from 4:1 to 6:1 meaning you should look for 4–6 Benefits for every potential Risk

• Honest and tactful – a lovely warm chat can be nice but produces nothing

• Specific, but descriptive – each discussion needs to be related to specific behaviours

• A two-way conversation – feedback should engage and elicit a behavioural response from the participant. How does the data relate to their own experience?

• Non-judgemental – present the data – the discussion will decide whether it is a Benefit or a Risk. Avoid ‘you should …’ or ‘this is a problem because …’.

And for it to be effective, you must be:

• Supportive

• Encouraging

• Understanding

The above basic ‘ground rules’ together with the ‘General Principles’ that follow should help you when preparing to either give or receive feedback.

Looking at similarities and differences

Remembering that all perspectives are biased can help. Try to explain concepts by using comparisons as examples. The comparison may be you or some reference person, real or mythical. It doesn’t matter providing you both have a clear perception of the reference character.

Note: you should not refer to other people’s real profiles except with their specific permission.

The role of perspective – putting yourself in the picture.

When evaluating a person’s Facet5 profile it is important to remember that it is impossible to be totally objective. Every opinion or interpretation made is a composite of the profile and the assessor’s/ counsellor’s personal viewpoint. All such opinions are biased. The first step in understanding is therefore to place yourself in the same space and try to see where your own perspective can shape your opinion. Self-knowledge is critical. For example if you are low Control then even moderate amounts of Control can seem, to you, to be overly constraining and rule bound. It can help to actually superimpose your own profile on the candidate’s during the feedback since it provides a ready reference point for helping the discussion. For example, ‘you and I both seem to be quite strong willed and possibly even stubborn but you are much more sociable and outgoing then me’.
Feeding back the Facet5 report

Explaining the objectives and process

It is vital to explain to respondents why they were asked to complete a Facet5 profile. It may be part of a larger exercise or as a result of management discussions. It may be that the respondents have requested it themselves. Whatever the original reason, it is important to clarify the original purpose. It can be useful to start each feedback session with a discussion of PAL:

1. (P)urpose – why are we doing this
2. (A)genda – how will we go about doing it
3. (L)imits – what can the respondent expect to get out of the discussion. This is especially important if discussing future careers or development opportunities.

Guaranteeing openness

You should explain to the respondent who will have access to the information. At all times openness is to be encouraged. If development is sought then obviously this can only be achieved if the respondent has full access to the information.

Explaining what Facet5 is

Facet5 can be described as a ‘personality’ measure, or a ‘behavioural’ measure. So typical words used are:

• Scale
• Indicator
• Measure
• Profile

Of these, Profile is probably the easiest to use since most people seem to understand what it is. You could elaborate by saying that it is designed to show how the Respondent compares behaviourally to other people. So Facet5 can be described as:

*Facet5 is a personality profile that shows how your behaviour compares to other people.*
Describing how Facet5 is scored

Facet5 consists of 106 items but only 83 of these are used to compute the scores. Each factor is computed from a number of items as follows:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Number of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will</td>
<td>15</td>
</tr>
<tr>
<td>Energy</td>
<td>15</td>
</tr>
<tr>
<td>Affection</td>
<td>18</td>
</tr>
<tr>
<td>Control</td>
<td>17</td>
</tr>
<tr>
<td>Emotionality</td>
<td>18</td>
</tr>
</tbody>
</table>

This leaves 23 items which are used for research purposes. By adding up the responses to each of the factors we get a raw score for each factor. However we need to convert this to something more usable. The method of conversion (scaling) used in Facet5 is a Sten conversion. This gives scores that range from 1 to 10. The mean score is 5.5 and the standard deviation is 2 which means that most scores (two thirds) fall between 3.5 and 7.5. You can see this in the graph below.

Labels for Stens

When describing Sten scores you might use the following labels:

<table>
<thead>
<tr>
<th>Sten Scores that are below 2 or above 9</th>
<th>Very Low and Very High respectively</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stens 2-3 and 8-9</td>
<td>Low and High respectively</td>
</tr>
<tr>
<td>Stens 3 and 4 and Stens 7 and 8</td>
<td>Low average and High average respectively</td>
</tr>
<tr>
<td>Stens greater than 4 or less than 7</td>
<td>Average</td>
</tr>
</tbody>
</table>
So you could say:

- Your score on Will was 9 which is very high compared to other people; or
- Your Energy score is 6.5, only a little above average.

**Compared to whom? Norm groups**

When Facet5 is scored there needs to be a reference group. Telling someone their raw score for Will was 57 is meaningless unless they know how that compares to other people. These groups of other people are called norm groups. The key to a norm group is that it should be representative of the individual so that the comparison makes sense. For example comparing a person who works in India with 5 people who work in Bolivia might be meaningless. It certainly will have very limited credibility for the respondent. So a norm group can be described as:

*A group of people to whom your scores are compared.*

Facet5 makes many different norm groups available. Most are norms for specific languages or countries but there are some more specialised ones. You can see the norms that are available on the Facet5 system in the drop down box on the Respondent’s status page.

Each norm group, because it is based on a different group of people, will have slightly different mean and standard deviation. Because these values are entered into a formula to compute the Sten score, different norm groups can result in slightly different Sten scores.

Your organisation will have made a decision about which norm will be used by default but this can be changed for any profile. The norm group which is used is shown on the bottom of the profile page as shown below.

**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.

**Layout of the Facet5 report**

Although the Facet5 factors are statistically independent (the average absolute inter-correlation is below 0.2) there are some logical relationships between them which affect interpretation. For example, very exuberant and enthusiastic individuals (high Energy) are unlikely to be simultaneously self disciplined and measured (high Control). Similarly, very determined and strong-minded (high Will) types are less likely to be very open and supportive of other’s views (high Affection). Such combinations are possible but they are relatively uncommon. For this reason we present the factors as below.
We place Will and Affection on one axis and Energy and Control on the other. The centre point represents low scores while the high scores are on the circumference. It is possible to have high or low scores on each factor. All combinations are acceptable and simply demonstrate the individuality of the respondent.

**Where do I start?**

When preparing to feedback a Profile, look at the major dimensions to see which ones are strongest. This means scores that are furthest from the mean of 5.5, not which ones are highest – low scores are just as important. These constitute the most interesting features of the Profile. You can then start to build a picture from the adjectives and descriptions used in the Manual for each dimension.
How to cover Emotionality

Emotionality is placed outside the circle because it affects how you might interpret the other factors. Think of it as adding a third dimension to the Profile. When Emotionality is low, the picture is very stable and consistent. When Emotionality is high, the picture is much less stable, consistent and predictable. So when Emotionality is either above or below the average range, it will effect how we interpret the behaviours associated with the other 4 Factors.

Interactions between Low Emotionality and the other factors

At low levels of Emotionality, Will, Energy, Affection and Control exist as clearly defined independent factors. Such people are stable and predictable. What you see today you will see tomorrow. They are able to cope with stress and pressure without overreacting and are generally confident and self-assured. They have a calm, laid back approach and their self-esteem is high.

As a general rule a Low Emotionality score means that we see more of the positive aspects of the other Factors and fewer of the negative traits.

Low Emotionality and Will

When combined with low Emotionality High Will has the positive aspects of determination and drive, but loses the negative aspects of defensiveness, arrogance and argument. They will state their case and resolutely pursue their goals, without wasting time in persuading others or defending their position. Low Emotionality increases Low Will’s ability to analyse different options before accepting a decision, and reduces their vulnerability to intimidation or dependence.

Low Emotionality and Energy

The energy, enthusiasm and spontaneity of High Energy will be evident but Low Emotionality will reduce the amount of vibrancy and ‘bubble and bounce’. The chances of being disruptive or interfering are reduced and their ability to work alone is increased.

Low Emotionality with Low Energy may exacerbate a person’s preference to work alone and to be private, but the confidence and resilience of Low Emotionality will lessen their reserve, making it easier to deal with social situations and to work collaboratively.

Low Emotionality and Affection

A High Affection person with Low Emotionality will relate well to terms such as open, warm, trusting and being ‘others focused’, but will be less inclined to agree with the selfless or naïve aspects of the factor. Low Emotionality will curb any tendency to sacrifice their own interests and increase their levels of self-preservation.

The laid back, confidence of Low Emotionality will soften the hard-nosed, pragmatic approach of Low Affection, allowing them to better tolerate alternative views and debate. They will be strong advocates of realistic, practical solutions but are less likely to use aggression or cynicism when making their case.
Low Emotionality and Control

The positive aspects of High Control will be obvious and present but low Emotionality will take the edge off the intensity with which they are held to be universally important. A High Control person will be dutiful, reliable, conscientious and responsible as a matter of course, but is unlikely to be rigid, authoritarian or overly critical if others do not conform.

Low Control is the exception to the general rule that Low Emotionality will reduce the amount of negative aspects we will see in any factor. When the laid back, easy going and liberal nature of Low Control is combined with the unworried, confident and relaxed aspects of Low Emotionality, then we are unlikely to find much motivation to improve their organisational skills or to plan ahead. They simply take life as it comes.

There is a common assumption that low Emotionality is a desirable addition to any Profile. It may well be a very comfortable and positive place to be for the individual concerned, but it can have serious downsides for those with whom they live and work.

The overarching effect of low emotionality is to dull or flatten the behaviours we associate with the other factors. There is a general toning down of behaviour. Some of the sparkle or edge is removed, giving the impression that they don’t quite ‘live up’ to their scores on the other Factors, or that ‘something’ is lacking.

As Emotionality deceases so does the tendency to react or respond to events around them. Confidence becomes complacency and very little seems to unsettle or motivate them. People can find them dull, frustrating and insensitive. At very low levels, they feel no sense of urgency and can ignore or underestimate risk or danger.

Feedback can be quite a challenge when dealing with a person with low Emotionality. A common complaint is that they appear oblivious to suggestions that their behaviour may have a negative impact on others. There is a sense that they are comfortable with who they are and see little reason to change.

Interactions between Average Emotionality and the other factors

Profiles with average Emotionality are generally stable, consistent and predictable. They are aware of what is happening around them and will usually respond in an appropriate and expected way. As such, Emotionality will not impact on how we interpret the other four factors.

The individual will experience worry, loss of confidence or feel stressed on occasion, and will have times when they feel particularly relaxed and optimistic, but these emotions will be in proportion to specific events and will usually be short lived. The other factors will indicate the type of situations or events that would trigger such responses. For example, it would be reasonable to suppose that the High Control person would worry if they were going to be late for a meeting or found that deadlines had been changed.
Interactions between High Emotionality and the other factors

As Emotionality increases, so the relationship between Will, Energy, Affection and Control becomes less clear cut. As a result, people are less consistent, occasionally showing ‘out of character’ behaviour. They become more responsive to their environment, but can over-react and get things out of proportion.

At very high levels of Emotionality behaviour becomes more erratic and difficult to predict. The individual is much more prey to emotions and as such can have some difficulty in controlling their own reactions to situations.

At high levels of Emotionality there is a tendency to see more of the negative or unconstructive elements of the other factors.

High Emotionality and Will

The combination of Emotionality and high Will is quite complex. We would expect that the normally strong views will become more firmly entrenched and less easy to sway but there is a subtle element that can frequently creep in. Such people become increasingly defensive and argumentative with greater predilection for case making and stubbornness. They tend to take things personally which can lead them into arguments as they become illogically committed to ideas and imagine slights and insults where none are intended.

To avoid this becoming disruptive it is important that they are not allowed to paint themselves into a corner from which they have no real way out. Help them to find a face saving way of retreating from the battle and try to defuse arguments which seem to be becoming personal. Encourage them to view things from an objective viewpoint. To resolve an argument if it does occur, avoid taking them head on. Try to find areas of agreement and then steadily broaden them. If possible try to convince them that it was their idea in the first place – they are quick to claim ownership of good ideas. Alternatively (and even more effectively), try to make sure they don’t commit themselves to a particular position too early. Once they have nailed their colours to the mast they have great difficulty in backing down – there’s too much ego involved. From early on encourage them to always look for more than one solution or position and to explore all alternatives before finally committing themselves.

Low Will and Emotionality make a very different combination. The desire of Low Will people to avoid direct confrontation can combine with lack of confidence and have a compounding effect on behaviour. The person is even more reticent and easily swayed than otherwise. They can be genuinely fearful of open confrontation and will go to great lengths to avoid it. The result is that such people can have great difficulty in getting their views across, particularly if the conversation is quite forceful. They may appear to be acquiescing or even openly agreeing, just to avoid an argument. The facilitator needs to be aware of this possibility and may need to intervene in order to ensure that such people are not being steamrolled in the discussion. Formal sessions where no interruption is allowed can be a very valuable way of enabling them to get their point across. Since they may be swayed by other, forcefully presented, arguments it may be helpful to get their views first. Encourage them to speak up if they have a view (they may not have) and try
to ensure that they are not interrupted or talked down. Counsel them privately to use the session as a controlled environment within which they can try approaches which they otherwise would not.

**High Emotionality and Energy**

A person’s Energy score will usually determine how much of their Emotionality will be obvious to other people. If Emotionality is High it is relatively easy to know what a High Energy person is thinking and feeling – they will usually tell you with words and body language! Not so with the Low Energy person. A Low Energy/High Emotionality person can be likened to the duck that appears to be gliding smoothly across the water, but is actually paddling frantically underneath. They will be experiencing the positive and negative traits of High Emotionality, but this will only be evident to those who know them well.

High Energy people move quickly and like things to be exciting and Emotional people tend to react to events and situations around them. The combination of high Energy and high Emotionality can lead to fast-paced action but without much forethought or planning. Reactions are quick and the person may have started to do something even before the alternatives or the seriousness of the situation has been assessed. The emotional tendency to blow things out of proportion can be a problem as can over-reaction to events. The normal cyclical mood swings which are part of Emotionality can often be exaggerated with the person moving rapidly from the depths of gloom to wild elation. High Energy people are quite easily deflected from routine activities anyway and Emotionality exaggerates this. Time management falls apart and they can become disruptive and more inclined to interrupt.

The combination of low Energy and high Emotionality is quite common. The two scales are known to correlate together and the effect is to compound the reserve and individualism of the low Energy style. They become more withdrawn, avoiding social contacts. They may be seen as loners, unwilling to participate unless they have to. One such person is always professional in business terms but flatly refuses all invitations to any event that may be construed as social. Another employs a very efficient secretary to act as a barrier, fielding all calls and visitors. He therefore never has to risk an unplanned meeting. His staff see him as aloof and distant. The person becomes more self-conscious and shy. The lack of confidence reinforces the desire to avoid social contact and they can seem distant and hard to get through to. They may devise strategies and rationalisations to justify their withdrawal.
Dealing with such people in a group can be difficult since they don’t really want to be in the group anyway. They may feel they don’t belong but are highly likely to rationalise their dislike of the situation by saying that they just don’t feel they are learning anything from it. It is vital that the manager remains positive. Listen to what they have to say and encourage them to say more.

Others can seriously misinterpret their behaviour. One participant in a group discussion said nothing for 45 minutes. In the feedback discussion afterwards, one person interpreted the withdrawn behaviour as carefully listening to all the arguments without prejudging while preparing his own interpretation. Another participant said that withdrawn behaviour showed disaffection and lack of team commitment; not part of the team and a drain on the group process. Clearly they had observed the same behaviour but had come to radically different interpretations. Managers need to be very careful to avoid such interpretations and must try to make sure that other team members do not make them either.

**High Emotionality and Affection**

Again the effect is to exaggerate what is seen. The positive view of others can be taken to extremes and combined with humility verging on self-abasement. High Affection’s natural tendency to trust others is combined with self-doubt that stops them being at all critical. They become overly selfless and are likely to be taken advantage of. They will frequently find themselves prevailed upon (or even offering) to do the routine and boring work, leaving the more interesting elements to others who are more confident and self-preserving.

Managers need to watch such people mainly to make sure that they are not being taken advantage of. Watch for signs of naivety or idealism and help them to be tougher with people. For example one high Affection, high Emotionality person on a course was found to be so soft and uncritical during feedback to others that the point she was making didn’t come across. Her comment was that she felt it was always better to be nice to people but the observer was able to show her that, by not saying what she felt, the other team members were not learning anything to their advantage.

With low Affection the exaggerating effect of Emotionality can be seen once more. The person will become increasingly critical and cynical, hard on others and dismissive of people who don’t see things their way. They can be negative and impatient if the programme slows down for others or if the content moves towards something in which they are not directly interested.

Managers need be very direct with such people. There is no point in subtlety since they much prefer people to be direct and say what they mean. If they are showing strong prejudices which affect the way the team works they must be told that such behaviour is unacceptable. The trainer can appeal to their self-interest and can ensure their involvement by offering opportunities for them to win advantages or favours. A manager has a clear advantage with such people. Unlike unemotional people, in spite of the tough talking, they are vulnerable and much of their behaviour may be a defence. The bubble can be pricked. Some private, tough counselling can be sufficient to bring them back into line.
High Emotionality and Control

Although a person’s level of Emotionality is always difficult for an outsider to predict, this is especially the case for high Control people. They do not let their feelings show and view overtly emotional responses as evidence of weakness. Since it may be impossible to control emotions completely this can be a source of considerable frustration and annoyance to them. They find criticism difficult to accept no matter how well intentioned or tactful it may be since criticism implies they are imperfect. It is not that they would claim to be perfect but it’s upsetting if someone reaffirms a weakness. This frustration may come out as irritability and a tendency to be even more judgmental and critical of others. They may be their own worst enemies and yet will like to believe they are continuing to behave with aplomb and consistency. Some examples:

• A high Control, high Emotionality woman on a training programme was given sensitive feedback by another participant about her constant note-taking which, he felt, distracted her from taking a full part. He said that he really just wanted to talk to her but didn’t believe she was listening since all she did was write notes. Her response was to say, ‘That’s very interesting, I’ll just make a note of it so I don’t forget!’ Needless to say her colleague was still further offended

• A participant (high Control, high Emotionality) was enrolled on a development programme where little information was available beforehand. He was in a group where he felt he was being overlooked and not respected. He became increasingly withdrawn and resentful and eventually announced that he was going to go home since this programme was useless for him. It took a lot of careful counselling before his true concerns emerged.

High Control people tend to be perfectionists but Emotionality adds an edge to this. They become very critical of things that are not done ‘properly’ and, under pressure will tend to blame the resources (equipment, location, circumstances etc.). Unless Will is reasonably high as well, they will rarely blame other people. This can lead to examples of displaced aggression as they get indignant with everything except the person who caused the problem. As a result their true concerns can be hard to fathom.

Low Control and Emotionality combine quite subtly. Some of the elements of Emotionality itself such as forgetfulness and distractibility can be quite similar, to an observer, to low Control by itself. Such people can appear forgetful purely since they can’t see the importance of a particular event, or feel that they can handle it as it arises. Similarly, because they don’t like planning too far ahead and get bored with routine, they can give the impression of being easily distracted. When the two aspects are combined, therefore, the person is likely to be more distractible and easily deflected, particularly when the task is becoming more repetitive or detailed.

Given the above, it is reasonable to conclude that High Emotionality generally makes life much more intense and hard for the individual concerned. It can also make them more complex and less easy to understand and to manage. However, it would be wrong to assume that all aspects of High Emotionality are negative. High Emotionality ‘lifts’ and ‘sharpens’ the Profile and adds vibrancy and passion to the mix. People can find them exciting and interesting. Their vigilance can be a real asset, and there is a strong business case for having people around who are alert to risk and the need for contingency planning. A sense of urgency and fear of failure can be a major driving force, and,
when well harnessed, can be used to good effect. It can moderate or even override some of the negative effects of the other four factors. E.g. People with Low Control and High Emotionality often report that they will plan ahead, prepare and double check their work when a task is of interest, is challenging or perceived to be important.

The following table gives a basic summary of the impact of Emotionality on the other factors. It has been included because it has proved popular as a ‘quick guide’ for Facet5 practitioners in the past. However, as illustrated above, the role of Emotionality can be very important and far more complex than bullet points can convey.
### Effect of Emotionality on Factors: A Brief Summary

<table>
<thead>
<tr>
<th>Emotionality</th>
<th>Energy</th>
<th>Action</th>
<th>Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>Average</td>
<td>Average</td>
<td>Average</td>
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<tr>
<td>High</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
</tbody>
</table>

#### When Emotionality is Low
- **Energy**: Calmly force own view through, seems imprisoned to challenge, absorbs other's anger, avoids issues by walking away, seeks excitement and takes risks.
- **Action**: Defends self when challenged, avoids argument unless seriously challenged, invites people and seek new ways.
- **Control**: Involve people and seek new ways, Be approachable but not intrusive, Be more flexible and unstructured.

#### When Emotionality is Average
- **Energy**: Become more firm and insistent, becomes more inflexible and rigid, becomes increasingly committed, becomes more resistant.
- **Action**: Commit too strongly, becomes increasingly committed, becomes more resistant.
- **Control**: Only involved when it suits, sticks to own area, expresses concern for others but can lack empathy, expresses concern for others but can lack empathy.

#### When Emotionality is High
- **Energy**: Become more inflexible and rigid, becomes more resistant, becomes more defensive and protective of own position, becomes more impulsive and careless.
- **Action**: Becomes more defensive and protective of own position, becomes more impulsive and careless, becomes more resistant.
- **Control**: Becomes more resistant, sticks to own area, expresses concern for others but can lack empathy, expresses concern for others but can lack empathy.
Explaining Facet5 sub-factors

The Facet5 report page for each factor shows the overall factor and also the sub-factor scores. The main score is shown at the top and the sub-factors below. The average of the sub-factors is the same as the main factor score.

Each sub-factor is shown separately like this:

### Characteristic behaviours

On each side you have a summary of the characteristics of people with low scores and high scores. These are divided into those that might be seen as Strengths and those that might be risks.

So in the example above you might say:

You score very high on Determination. People would be likely to see you as someone who is quick to tell others what to do, to stick to your own views and take charge of events. It is also possible that some may see you as pushy, dogmatic and unwilling to listen. Does that sound like a good description? Have those sorts of comments ever been made about you? Under what circumstances? What did you do about it?

### Mid scores

The descriptions given work for people who are strongly at one end or the other. If people have more moderate scores then they will have a balance of the behaviours. They will be less extreme. Take this example:
Here the score is in the middle (the exact average is 5.5. This person is less than half a sten away. Therefore he/she will prove ‘balanced’ on that scale so you might say:

On this scale you have an average score. You are trusting but not overly so. You can strike a balance between giving people a chance and protecting your own interests.

Remember that with an average score there is no strong drive to behave one way or the other. There person can respond to the situation so can seem flexible. Also, it is unlikely that many of the risks will appear since they are socially undesirable and are easily kept in control.

**Interpretative notes**

At the bottom of the page you can see a paragraph which describes the combination of sub-factors. These notes take into account the flavour of all of the sub-factors for that factor. They will help you to pull the elements together.

**The Statistics page**

The Statistics page gives an indication of the reliability of the results. You need to be familiar with the concept of Response Latency used in Facet5. You should check the profile on-line to see the level of Distortion and, if it is high, the items that were slowing the person down. If the Distortion is not high (say below 80%) then you can ignore the Statistics Page since it looks like the profile is interpretable. In fact don’t even bother printing that page since if you do you will have to spend time explaining something that is irrelevant. If it is higher than 80% then look at the item list to see what the respondent was hesitating over. Show this and open the discussion.

**The Family Portrait**

The Family Portrait provides an overall summary of the profile. However it’s accuracy depends on how good the ‘fit’ is between the respondent and the reference profile. The Similarity Index is shown on screen but not in the report. Similarity indexes below three are considered a ‘close fit’.

**Close Relatives**

Check on screen for the Close Relatives. This will show the Family that respondents are assigned to and the next two closest fits. Check the Similarity Indexes. If you have two indexes below 3 then this is saying that the person fits both equally. Consider printing both sets of reports to provide a more balanced summary.

Note that if you do choose to print an alternate report it will be stamped on it that this is not the one that the system has decided is the best fit. This will appear on the Family Portrait as shown below.
Family portrait

Reference family: Promoter

This family is not the closest match

Common families

Not all families are equally common. This is a natural result of the fact that the four Main Factors are not perfectly independent. As a result some are less common and this makes them more interesting. You can see the effect of this in the chart below. This shows the distribution of families in a large sample of 104,000 respondents.

You can see that Coaches (13%), Developers (9%), Generalists and Promoters are found reasonably frequently. Others are less frequent.

Frequencies of families
Unusual families

**Idealists – High Will with High Affection (3%)**
If you have high Will it is more likely that you will have lower Affection than higher. So if you do have a profile with high Affection and high Will then this is less common. This is obvious from this chart. Architects (high Will) make up about 5% of the total and Supporters (high Affection) make up about 7%. But put the two together and only 3% have both Will and Affection.

**Presenters – High Energy with High Control (2%)**
High Energy with High Control is also less common so make for an unusual combination. It is more common to have lower Control if Energy is high. Explorers make up less than 3% and Controllers less than 5%. But the two together (Presenters) make up about 2%. They are quite rare.

**Chameleons – average on all factors (except Emotionality) (2%)**
The rarest of all profiles are Chameleons. This is partly because the Facet5 system will force people into one of the other families and only if all other options are exhausted and the profile really is almost exactly average, will it assign it to Chameleon.
The Facet5 module reports

In addition to the description of the factors and the summary provided by the Family Portrait, Facet5 provides three additional reports. Each of these reports is based on the respondent’s Family which means that all people of the same Family will get the same report. These reports are:

**Searchlight**

This report provides comments in terms of six specific Competencies. For each competency Facet5 provides a list of the key strengths in that area but also provides two possible issues of concern under the heading ‘May be seen as’. These are indicators for the Respondent of where their strengths may be over used.

**Leading Edge**

The Leading Edge guide is slightly different from the rest of the report in that it is actually designed for the person who is managing the Respondent. It is structured around the Facet5 Leadership model and shows specifically what the manager needs to do to get the best out of the Respondent.

If time permits it is very helpful to work through this and see how closely the suggested approach matches that which the Respondent currently receives.

**Work preferences**

This is the final section of the report and is designed to clarify the types of activities that the Respondent is likely to enjoy and be motivated by. It also lists the activities that are likely to demotivate. This section can help to see how well the present role fits the Respondent’s needs or it can be used to help define an ideal future role.
Preparing for your feedback session

There are few rules about giving feedback. Each country and indeed each organisation will have its own views about how feedback should be given. Options include:

- Facet5 to face feedback
- Telephone feedback
- Web based feedback using tools such as Skype and MyCoachConnect
- Group feedback as part of a team type exercise.

Note that the only type of feedback that is not listed is simply giving the report to the person. Of all the techniques available that one is almost guaranteed to cause problems. Don’t do it!

However there is research in the UK into what feedback format is best and the answer is not clear cut. As usual, ‘it depends’. Sometimes a brief phone or video feedback is considered to be fine. Other times a more in depth exercise is warranted.

However, on the understanding that you will be giving feedback, these notes describe the process we advise.

Familiarise yourself with the Profile

- Use the previous notes to remind you about the contents of a Facet5 report and what to check on line. [Statistics and Close Relatives]
- Study the Profile and note aspects that warrant particular attention or exploration.
- Prepare interpretive notes and questions

Materials required

You will need the person’s Facet5 Profile, printed in colour, complete with their:

- Sub-factor pages, Family Portrait, Statistics Page and all of the Family based applications (if applicable)
- A Facet5 Profile Sheet (which you can download from the web).

Duration

You should allow 45 minutes to 1 hour for each feedback session: You may feel this is a long time but you will find it goes very quickly.
Rules to remember

When receiving feedback you should:

• Listen carefully to your partner
• Allow them to finish describing a factor before commenting
• Do respond, comment and ask questions
• Ask for clarification if you are not sure about something
• Don’t get ‘hung up’ on one score – it’s the combination that counts
• Do not be defensive – after all you did answer the questions!
• If you disagree with an interpretation then say so and explain why
• This is a rare opportunity to focus and reflect on you – in all your glory and at your worst
  – relax and enjoy the process!

When giving feedback you should remember that:

• Feedback is serious but it should be conducted in an informal and relaxed manner
• Feedback is a two-way process
• You are sharing and clarifying what the data suggests – not ‘telling’ them how it is
• Invite your partner to comment, ask questions and generally contribute. This way you can learn
  a great deal about what the scores mean behaviourally
• You are explaining what research and the data suggests – it is not opinion
• Most people agree with their scores – after all it is they who answered the questions!
  The Impression management information can help here.
• People with high Emotionality usually know this already. The surprise is usually to do with how
  accurate it all is, and how a questionnaire saw so much
• Manage disagreement by giving more information and examples of what is meant by a score,
  or combination of Factors. Do not forget to use and explore the response latency information
  to ‘resolve’ or explain discrepancies
• If someone disagrees do not dismiss the data too easily. It could be that they do not see
  themselves as others see them. Advise them to seek feedback from others before completely
  rejecting the data.
A typical feedback structure

Introduction

• Welcome your partner
• Past experiences with personality surveys?
• What did you think of the Facet5 questions?
• This is your survey – information for you. Results are confidential
• What do you want to learn from this profile – debriefing?

Questions assess views on a range of issues – answers illuminate 5 factors of personality.

PAL

Explain what you hope to achieve and confirm that your partner understands:

1. (P)urpose – why are we doing this
2. (A)genda – how will we go about doing it
3. (L)imits – what can the respondent expect to get out of the discussion. This is especially important if discussing future careers or development opportunities.

Explain the Facet5 model

Give a brief introduction to Big 5 personality theory and Facet5 in particular:

Will / Affection / Energy / Control / Emotionality

For example you might say:

The Big5 theory suggests that there are 5 elements/factors/dimensions that are core to understanding a person’s personality. These are the building blocks. We all have these and that makes us similar to each other. But we all have them in differing amounts and that’s what makes each of us unique.
Explain how it is scored

Explain that answers are compared to a norm group. Describe the norm group used (shown at the bottom of the Profile Page). Explain the normal distribution/bell curve:

Explain that the scale runs from 1 to 10 so the mean is 5.5. About two thirds will have scores between 3.5 and 7.5. Explain the Facet5 Profile Chart (the circle) and that what matters is the deviation from the mean.

Individual factors

- Describe the four Main Factors in turn. Starting with ‘Will’, describe the high and low ends of the factor (the Benefits AND the Risks) and explain what it means behaviourally.
- Ask them to estimate their position on ‘Will’. High, Medium or Low is sufficient. Mark their estimate on the profile chart. Ask them to explain why they selected that position.
- Turn to the ‘Will’ page of the printed report and show them their actual score. Compare this to the self-estimate. If there is discrepancy, clarify understanding by providing and inviting additional behavioural examples of what the Factor is measuring and what their score means.
- Show how the score is broken down into sub-factors. Show how the sub-factor combination is summarised at the bottom of the page.
- Repeat the process for the other four Main Factors. Try to build a fuller picture by using the information you can determine from the combination of factors as you cover and include them
- Explain why Emotionality is plotted under the circle and its role as an interpretive factor. Describe the high and low ends and the actual score as you have done for the other factors.

Describe the impact of the Emotionality score on their main profile.
Family Portrait

- Introduce the concept of Facet5 Families and show the families on the profile sheet
- Explain the closeness of fit. Below 3 is close but the system will always select the closest
- Talk through the Family Portrait. Show how it is structured. Explain that the descriptions are generic to the family – not specific to subject. Comment on any differences between the Family and the individual’s profile and explore any gaps.

- For example:
  - Do gaps move towards or away from mean
  - Do gaps move towards or away from family
  - Compare to self-assessed diagram

Gaps of more than a 1 sten may mean that some of the statements are less relevant to the individual. Go through the statements and discuss any that the person does not relate to. This should not take long as you will already have discussed the profile in detail. Place a question mark next to any statement that is in question and suggest that the person seeks feedback from others before they completely rule it out as being not applicable to them.

Wrap up – Link back to goals. Discuss next steps. Thank your Partner