## Feedback and Facet5 Families

### Architect
- **Praise successes personally and directly, pointing out how standing within the organisation has been enhanced**
- **Comment on sound judgement, decisiveness, drive and determination**
- **Focus on goals, targets and challenges**
- **When you have cause to criticise be sure of your facts; be tactful but firm and direct**
- **Allow them to save face if it can be done**

### Explorer
- **Praise openly and directly. Be positive, enthusiastic and talk about their standing and reputation with others**
- **Focus on innovation and excitement, avoiding too much detail and task**
- **Be open and direct with any criticism you may have using a serious but friendly manner**
- **Give criticism immediately - otherwise it will be dismissed as long gone and irrelevant**

### Supporter
- **Give praise for efforts, ability to get the best out of others, ethical approach, sincerity and honesty within a team**
- **Criticism is rarely necessary. If required be supportive and firm but non-judgmental**
- **Explain why you feel an action was in error and help to work out an alternative solution**
- **Negative feedback will be taken seriously and accepted in the spirit it was meant**

### Controller
- **Congratulate them for specific skills and delivering team performance**
- **Pass on other’s views and emphasise the professionalism and thoroughness of their work**
- **If criticism is required, make it constructive and aimed at self-improvement. Be sure of your facts.**
- **Avoid emotion**

### Facilitator
- **Provide direct personal praise. They need to know a good job is being done**
- **Show approval. Recognise need to feel an accepted and valued member of the team**
- **Direct criticism should be avoided they always have tried to do things right.**
- **Errors may occur as a result of getting side-tracked or relate to complex situations relating to people**

### Coach
- **They will focus on developing peoples skills and delivering team performance**
- **Thank them for the efforts and getting the best out of people**
- **They are quite self critical, so negative feedback will be rare. If required, ensure they understand you have a problem with the action not with the person**
- **Avoid seeming inconsiderate or harsh**

### Promoter
- **Congratulate directly and publicly for results and achievements**
- **Recognise their resilience and ability to change tack and shift priorities**
- **If you need to remonstrate, do so immediately. Be sure of your facts if providing negative feedback**
- **Avoid too much people focus and seeming ambiguous or lack of focus**

### Controller
- **Give criticism immediately - otherwise it will be dismissed as long gone and irrelevant**

### Developer
- **Praise for their commitment, loyalty, effort and team work**
- **Thank them for the value they add and focus on developing others**
- **If negative feedback is required focus on the action not the person**
- **Negative feedback may focus on being too conciliatory and being involved in personal issues**
- **Avoid simplistic or unsympathetic feedback**

### Partner
- **Provide sincere formal recognition of work well done**
- **Focus on messages that highlight loyalty, volume of work and quality of outcomes**
- **Avoid criticism in public, providing background and details to any claim**
- **Push back may come from radical change, or where they feel you are moving too fast**

### Advocate
- **Will focus on feedback that allows them to discuss concepts, ideas and opportunities to change the world**
- **Recognise their contribution based on their intuition and innovating thinking**
- **They may avoid feedback focused on details and being pinned to time lines**
- **Monitor progress gently, avoiding any attempts at micro-managing**

### Producer
- **Keep it brief and be clear about what you want to say**
- **Praise their effort and achievements, through clear measurable results**
- **Be sure of your facts if providing negative feedback**
- **Avoid too much people focus and seeming ambiguous or lack of focus**

### Entrepreneur
- **Praise for personal achievement and how success leads to future prospects**
- **Provide opportunities to build their profile and to have full accountability**
- **Be sure of your facts when providing feedback or negative criticism**
- **Expect they will defend and justify their position with rationale and logical arguments**
- **Seek common ground in any differing point of view**

### Specialist
- **Quietly acknowledge their professional contribution, expertise and ability to put this to good practical effect**
- **Recognise their dislike of confrontation and conflict and avoid aggressive or direct criticism**
- **Negative feedback should be factual - state your case, invite their comments and listen to the response**
- **Negative feedback is usually around their independent streak, and a reluctance to compromise**

### Facilitator
- **Provide direct personal praise. They need to know a good job is being done**
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### Generalist
- **Openly praise and acknowledge their successes and achievements**
- **Provide a clear account of what you feel they have done well and not so well**
- **Avoid giving or implying direct criticism - it will hurt, they may become defensive and stubborn - insisting that decisions are right and actions are justified**
- **Feedback is usually focused on taking on too much**
Knowing your Facet5 feedback style

Knowing your own personal style and the style of the person with whom you are feeding back to is critical. It can help you realise how your own style may differ from theirs and to understand why they may deliver or receive messages in a particular way. Use this table to support you to build on your strengths, understand your risks and develop your approach.

<table>
<thead>
<tr>
<th>If you have</th>
<th>Then you may</th>
<th>But you may appear</th>
<th>Focus on</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High Will</strong></td>
<td>give clear and authoritative indicators of where you see success and failure.</td>
<td>brusque and blunt, objecting to people issues 'clouding' real concerns and getting in the way.</td>
<td>be patient, take time to allow them to explain their thinking. Recognise when an argument will not add value to the situation.</td>
</tr>
<tr>
<td><strong>Low Will</strong></td>
<td>remain open-minded, encouraging discussion to reach a consensual view of performance</td>
<td>uncertain of your own opinions and reluctant to tackle difficult issues. May avoid conflict</td>
<td>prepare well and be clear in your thinking and viewpoint. Learn to challenge and defend your viewpoint to get your point across.</td>
</tr>
<tr>
<td><strong>High Energy</strong></td>
<td>speak openly, frankly and welcome other opinions.</td>
<td>too chatty and to tend to fill any quiet space. Not giving people time to respond.</td>
<td>check your enthusiasm and be more aware of your impact. Be sure of the points you wish to make, remaining focused.</td>
</tr>
<tr>
<td><strong>Low Energy</strong></td>
<td>back up your thoughts with careful observation.</td>
<td>awkward in open discussion, preferring to deliver comments as a finished product.</td>
<td>practice showing enthusiasm for others viewpoints. Explain your perspective and asking for others opinion, adapting your feedback.</td>
</tr>
<tr>
<td><strong>High Affection</strong></td>
<td>prove sympathetic and aware of the human complexities of any situation.</td>
<td>to protect other people's feelings which can allow them to underplay issues that need to be addressed.</td>
<td>decide on the points you need to make, stay on message and look to provide support without getting too involved</td>
</tr>
<tr>
<td><strong>Low Affection</strong></td>
<td>link feedback concisely to performance and will not be hampered by “softer” issues.</td>
<td>to be unsympathetic. To underestimate the complexities of situations.</td>
<td>check your judgement, be mindful of the needs of the other person and what support means for them</td>
</tr>
<tr>
<td><strong>High Control</strong></td>
<td>follow the process carefully and explain success or failure against precisely defined guidelines.</td>
<td>judgmental and inflexible.</td>
<td>try to be less formal in your approach, taking a more relaxed style. Acknowledge different approaches and styles.</td>
</tr>
<tr>
<td><strong>Low Control</strong></td>
<td>approach feedback informally preferring to tackle issues as and when they arise.</td>
<td>casual and unconcerned with detail or process. As a result can appear careless or indifferent.</td>
<td>be better prepared and understand the value of the process and outcomes for the individual</td>
</tr>
<tr>
<td><strong>High Emotionality</strong></td>
<td>prepare very carefully for feedback</td>
<td>to lack clarity and to overanalyse and confuse the message.</td>
<td>decide on the points you need to make, stay on message. Keep it short and to the point.</td>
</tr>
<tr>
<td><strong>Low Emotionality</strong></td>
<td>maintain a calm and measured manner which helps to set a stable and secure environment.</td>
<td>fail to recognize signs of stress in recipient and may fail to accept the other person’s doubts as valid.</td>
<td>learn to recognise the anxiety in others. Show interest in their concerns and provide support to maintain context.</td>
</tr>
</tbody>
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