

Facet5

Personal Profile

Carl Jung

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Company Facet5 Global Marketing

Project






goal-focused restrained discerning realistic independent-thinking
independent reserved uncertain outspoken
cautious trusting people-oriented open-minded



We are all unique. We may be similar to others in some ways but in others we are different. These similarities and differences in our motivations, attitudes and behaviour make us who we are. The way we behave and interact with others depends on our own make-up. When we understand ourselves and others we are able to develop and be more effective. Facet5 provides the foundation for this self-awareness and personal development.

For self development or building effective teams, the Facet5 Foundation Report is the start point. Facet5 is founded on modern personality theory so the results are robust and reliable. The Facet5 Foundation Report identifies five major building blocks of personality each of which has a number of sub-factors. We each have a certain amount of each factor and it is this pattern of scores which gives the overall picture. There is no right or wrong profile. It is not a test, which you can pass or fail, and is more often called a profile, inventory or scale.

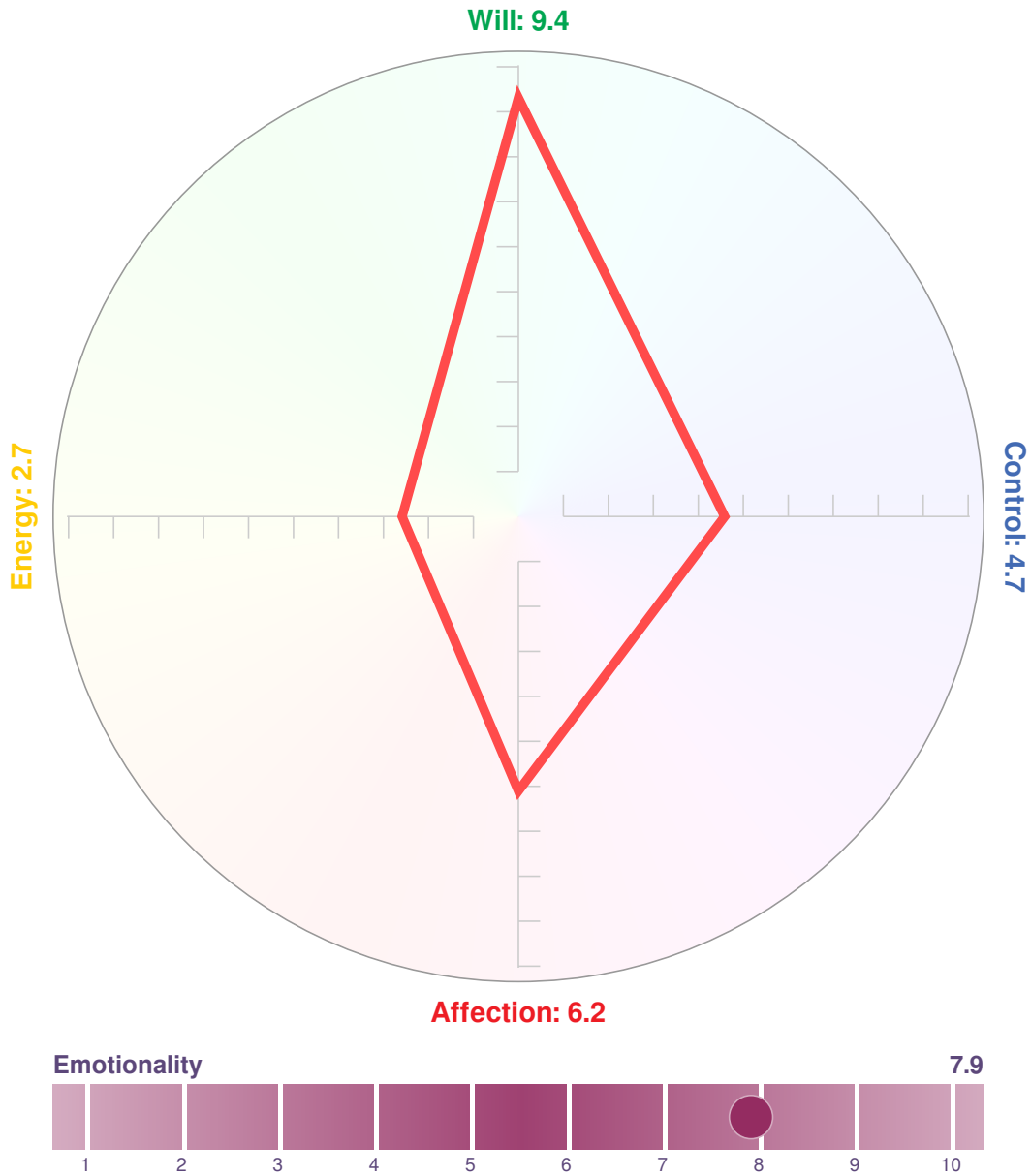
The factors measured by Facet5 are:

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

Scores: your score on each factor can range from 1 to 10. The average score is 5.5 and 68% fall between 3.5 and 7.5. When we calculate your score we compare you to a reference or Norm group. The Norm that you were compared to is shown at the bottom of your profile page.

Your report includes: Word Cloud: this is on the front page and is a quick summary of the main themes in your report. More important themes are in larger text. Overall Profile: This shows your overall Facet5 factor profile. Factor Profile: this shows the main profile and the sub-factor scores. Family Portrait: this is an overall summary of the profile under 5 key headings.

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 7.5 or below 3.5 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.



Norms used: Global

A composite data set selected from Facet5 profiles completed globally. This is the recommended norm to be used as an itinerant norm until appropriate national norms are available. The data comes from 53 countries. Contributions from the UK, Australia and Brazil have been limited to 10000 cases to avoid over sampling.

Low Scores

Benefits

Flexible
Adaptable
Accommodating
Agreeable

Risks

Unassertive
Submissive
Indecisive
Timid

Will



You are strong willed, independent and can be stubborn. You defend your views strongly and enjoy open debate and argument. You are good in forceful discussion where your strength of character and driving style will often win the day. However, if you can't win people over you are quite prepared to go it alone.

High Scores

Benefits

Determined
Assertive
Decisive
Independent

Risks

Domineering
Stubborn
Argumentative
Opinionated

Low 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

9.1



You ... have strong opinions and are assertive, determined and goal focussed

You may be seen as ... too quick to impose your views and being stubborn

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

High Scores

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

8.6



You ... have strong views, enjoy a challenge and defend your views

You may be seen as ... argumentative and contentious. Not willing to listen and taking a combative tone

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

10



You ... are self reliant and independent.
You do not need support

You may be seen as ... autocratic and not a team player

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

Low Scores

Benefits

Quiet
Confidential
Reserved
Undemonstrative

Risks

Aloof
Indifferent
Cool
Unsociable

Energy



You are quiet and undemonstrative, not particularly sociable and prefer the company of people whom you know. You can work well with a team but they need to be people you have had time to get to know.

High Scores

Benefits

Energetic
Enthusiastic
Sociable
Friendly

Risks

Distractible
Disruptive
Interfering
Exhibitionist

Low 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



You ... have a quiet, unhurried approach and prefer to reflect before responding

You may be seen as ... lacking enthusiasm about new ventures. You may seem aloof

2.6

Strengths include

willing to start things going
obviously excitable
enthusiastic about new ideas

May be seen as

exhibitionist
frivolous
impulsive

High Scores

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

May be seen as

unwilling to mix
uninvolved
makes people feel unwelcome

Sociability



You ... are comfortable working alone and don't need constant contact

You may be seen as ... distant, unsociable and difficult to get to know

1.8

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



You ... focus on your own work and develop ideas independently before presenting them

You may be seen as ... very specialised giving others little room to contribute. Not adapting to change

3.6

Strengths include

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

May be seen as

unable to decide independently
too quick to change views
lack of depth of understanding

Low Scores

- Benefits**
Pragmatic
Astute
Businesslike
Shrewd
- Risks**
Self-Centred
Cynical
Hard-nosed
Aggressive

Affection



Your approach is generally sensitive and understanding although not to the point that you will allow yourself to be taken advantage of. On the other hand nor will you use others, treating people as individuals and providing support as necessary.

High Scores

- Benefits**
Caring
Helpful
Kind
Trusting
- Risks**
Naive
Innocent
Soft
Gullible

Low 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



You ... are focused on the well being of others and do not take advantage

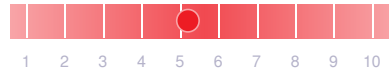
You may be seen as ... overcommitting, preferring to take on work yourself rather than delegate or impose on others

- 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

High Scores

- 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



You ... are willing to help others without jeopardising your own interests

You may be seen as ... failing to pick up on subtle cues and only responding to direct requests for help

- 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



You ... take people at face value and preserve relationships. You trust others

You may be seen as ... too trusting of the people you work closely with. Unquestioning and naive

- 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

Low Scores

- Benefits**
 Creative
 Uninhibited
 Free Thinking
 Radical
- Risks**
 Irresponsible
 Unreliable
 Unfocused
 Unplanned

Control



You have a balanced view of things, showing maturity in your approach but not getting bogged down in detail. While you accept responsibility when offered you don't always feel the need to take over a situation.

High Scores

- Benefits**
 Planned
 Reliable
 Conscientious
 Responsible
- Risks**
 Authoritarian
 Inhibited
 Intolerant
 Rigid

Low Scores

- Strengths include**
 picks up new tasks quickly
 flexible in their work practice
 free thinking
- May be seen as**
 easily bored
 undisciplined
 disorganised

Discipline



You ... adjust easily to changing demands and are flexible in your work practices

You may be seen as ... casual in your approach and inattentive to detail. Always challenging the status quo

- 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

High Scores

- Strengths include**
 adapt quickly to different situations
 interpret guidelines flexibly
 challenge the status quo
- May be seen as**
 irresponsible
 flighty
 rebellious

Responsibility



You ... are inventive and imaginative in your responses to situations

You may be seen as ... selective about where you apply your effort. Need to be motivated to work

- 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

Low Scores

Benefits
 Optimistic
 Consistent
 Stable
 Confident

Risks
 Complacent
 Casual
 Unmoved
 Dull

Emotionality



You have a fairly volatile style tending to react to events which occur on an emotional rather than rational level. Things do seem to get to you and you clearly have quite strong changes in mood. These changes may not be apparent to other people but are certainly real to you. As a result you may seem to take a negative or pessimistic view of things and find it hard to see the bright side. Others will see you as interesting or even exciting but somewhat changeable and inconsistent.

High Scores

Benefits
 Vigilant
 Vibrant
 Reactive
 Passionate

Risks
 Volatile
 Unpredictable
 Moody
 Pessimistic

Low 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



You ... are vigilant and alert to dangers.
 You are aware of situations around you
 You may be seen as ... overreacting to situations and overly cautious

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

High Scores

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



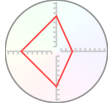
You ... have a strong sense of urgency and are vigilant and alert
 You may be seen as ... always expecting the worst. Seeming negative and unsure

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

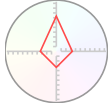
A Facet5 Family is a group of Facet5 profiles that are broadly similar in appearance. Each family is given a specific "Family Name" which characterises it. Your Family Portrait is shown on the following page. When computing Families Facet5 excludes Emotionality. There are 17 Facet5 "Families" and your profile is compared to each of these and the one that is closest is selected. This can be seen in the graphic below. Your selected Family is highlighted.

Advocate



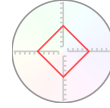
Exuberant, outgoing manner
Likes making friends and interacting with others
Wide ranging interests and exciting ideas
Flexible but goal oriented
Impulsive
Could interfere with others' work

Architect



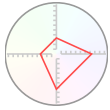
Has a keen sense of purpose
Imaginative and creative but can seem self-centred
Knows own mind
Expects others to stand up for themselves
Puts own ideas ahead of others'
Can seem unsympathetic, insensitive, fiercely independent

Chameleon



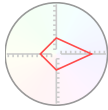
Presents a composed but friendly style
Adapts readily to any situation
Doesn't impose on others
Tolerates most differing styles
Can find it difficult to express their true opinions
Can seem rather inconsistent

Coach



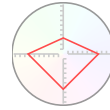
Sympathetic nature which can be masked by reserve
Quiet but efficient manner
High ideals and principles
Strong commitment with a desire to help out
May take time to 'warm up'
Will be disappointed if ideals are not met

Controller



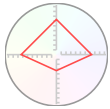
Reserved, fairly formal style
Avoids risks and can resist change
Likes clear guidelines and agendas
Respects a hierarchy and the status quo
Can seem too conservative
Could be perceived as distant and aloof

Developer



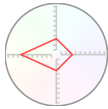
Warm and sympathetic manner
Genuine interest in others and desire to help
Has strong sense of morality and responsibility
Will defend others and stand up for them
May neglect own interests
Risks taking on too much

Entrepreneur



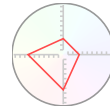
Confident, self-assured manner
Outgoing and stands out in the crowd
Definite sense of direction and method
Stands up for own opinions
May seem 'larger than life'
Can be insensitive or even uncaring

Explorer



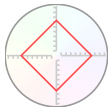
Fun-loving and social
Quick to make contact with others
Relaxed and easy-going
Free-thinking, imaginative, and stimulating
Can be erratic and unfocused
Can get sidetracked by new ideas

Facilitator



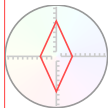
Social and out-going manner
Likes to meet people and exchange ideas
Puts others' interests ahead of own
Tolerant and understanding
Can be too relaxed and friendly
May seem to lack business focus

Generalist



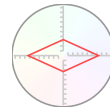
Ebullient, gregarious and fun-loving
Prepared to mix with anyone
Demanding but flexible
Adapts to people or circumstances
Can be all things to all people
Interferes with others' work

Idealist



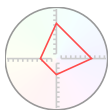
Deep thinking
Concerned with philosophical issues
Individualistic - unusual style
Goes own way
Can be hard to work out
Idealistic and impractical

Presenter



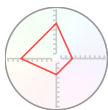
Out-going, polished style
Gregarious and fun-loving
Fits easily into different environments
Simple, practical viewpoints
Can seem superficial, ignores 'real' issues
Promises, but may not deliver

Producer



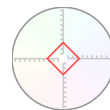
Determined with a strong sense of purpose
Looks for continuous improvement
Pushes projects through determinedly
Is ambitious and goal-oriented
May tread on others' toes
Autocratic, demanding

Promoter



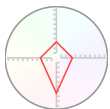
Very outgoing and forthright style
Quick to speak out and to give views
Goal-oriented and self-promoting
Thinks imaginatively and broadly
Can intimidate quieter, less 'up front' people
May be overwhelming and too rapid

Specialist



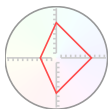
Subdued, reserved style
Difficult to draw out in social groups
Prefers independence and autonomy
Likes working on one clear task at a time
Can be over-looked by more dominant people
Can be too focused on own concerns

Supporter

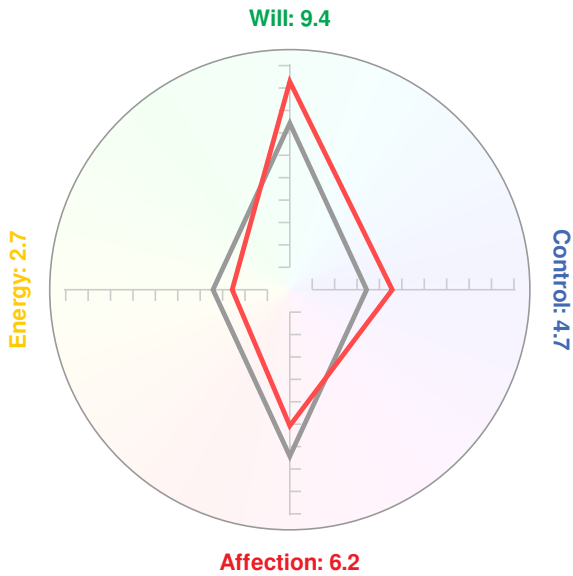


Tolerant and easy-going
Always helpful to others
Sympathetic and helpful
Seeks harmony and understanding
Can be manipulated by more pragmatic people
Can be naive in what they expect from others

Traditionalist



Cautious, private personal style
Takes time to get to know
Has a strict code of standards and ethics
Is implacable on matters of principle
Can be intolerant and dismissive
Opts for conservative methods and resists experiments



Impact of emotionality

Carl's high Emotionality makes for a more withdrawn and uncommunicative nature and possibly, much harder to understand.

As Leader

- Has deeply held beliefs but is slow to communicate them
- Encourages deep discussion of core values with people who are close
- Encouraging of individual differences
- Looks at broad picture rather than details
- Expects people to self regulate
- Tolerant providing personal mission is not being jeopardised
- Believes in people and supports their efforts

Motivated by

- Freedom to think
- Shaping the future
- Developing radical alternatives
- Breaking the bounds
- Producing the unexpected

Reference Family: Idealist

The Family Portrait report shows your profile and the "reference" profile so you can see immediately how close the fit is. You will see two profiles on the chart. The red one is your own profile which is overlaid on a grey 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 gives a quick overview under a number of key headings.

Word Picture

- Deep thinking
- Concerned with philosophical issues
- Individualistic - unusual style
- Goes own way
- Can be hard to work out
- Idealistic and impractical

Contribution to a team

- Raises the fundamental issues
- A quiet but deep thinker
- Deeply concerned for the wellbeing of others
- Strong personal beliefs drive things forward
- Needs to be drawn out in order to contribute
- Can sway others with an evangelical style

To Manage

- Engage interest by discussing relevant theories and concepts
- Offer an environment that allows freedom to think and to change things
- Respect independence - may prove difficult to 'read' or 'fathom' at first
- Set goals that appeal to a sense of purpose and break new ground
- Expect changed or amended plans to accommodate new information
- Appeal to the intellectual side of the debate
- Create opportunities to feel that a real difference is being made

This guide specifies where a person's strengths will lie and identifies key areas for discussion at interview. You can structure the interview either as a "Behavioural Interview" where you are looking for real life examples under each of the Competencies or as a "Situational" interview where you pose a hypothetical situation and ask the candidate to outline how it would be handled. For more detail see the Searchlight Guide to Interview.

Competence can be defined as: 'behavioural dimensions that affect job performance'. Defining the key competencies required for a job is the first step in deciding who is 'competent' to perform it well. Research over many years has identified the following competencies to be related to success in many different managerial roles - a set of core competencies for success:

Core competencies for success

Leadership

Using appropriate methods or interpersonal styles in guiding individuals or groups toward the accomplishment of goals or tasks. This competency is concerned with the ability to adjust behaviours and approaches according to the situation and individual concerned.

The Facet5 model of leadership differentiates between Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is inspiring people to go above and beyond expectations.

Communication

The ability to express ideas succinctly and clearly, both orally and in writing, to convince others to consider a different point of view and to keep appropriate people informed of project progress.

Clarity, persuasiveness, enthusiasm and conviction are all relevant factors. While intellect will have a major contribution to make, social skills, confidence, resilience to stress and challenge are all influencing factors. Openness and willingness to co-operate are also important factors.

Interpersonal

The ability to be acceptable to internal and external clients and to respond quickly to their needs. Someone demonstrating this competency should be able to deal competently with a wide variety of people, both inside and outside the company.

The key to this is sensitivity to others and willingness to adapt appropriately. It has very little to do with being a "nice" person and more to do with empathy, pragmatism, flexibility. Some are people oriented, others, systems oriented, yet others concerned with ultimate goals or simply innovation and variety

Analysis and decision making

The capacity to identify problems, evaluate relevant facts, generate ideas and alternatives, and reach sound conclusions.

This is often seen as a sequential process starting with experience and moving to idea generation, analysis and finally theory building. Each personality factor has a

strength but people are rarely good at all of these aspects. Complex problems may require all approaches to be used.

Initiative and effort

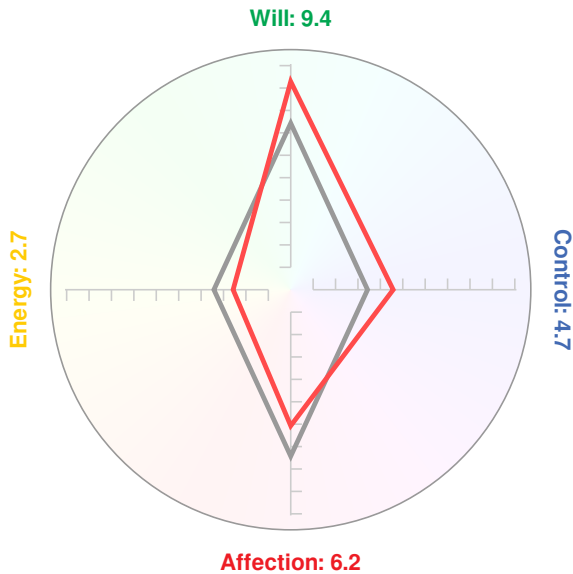
The active attempt to influence events in order to achieve goals.

It is a question of being self-starting, rather than passive and maintaining a high level of effort, even when faced with obstacles or disagreeable tasks. Somebody with this competence would be persistent, hardworking, pro-active, enthusiastic, and goal-oriented. Whilst some people respond to set goals, others determine their own targets and judge their own performance.

Planning and organising

Establishing a course of action for self and/or others to accomplish a specific goal, including planning the proper allocation of resources. This competency is concerned with establishing goals, budgeting time and setting priorities.

Self-discipline and goal-orientation are essential factors. Some people are naturally focused and do not overlook details, while others are only interested in the broad-brush approach.



Carl is a philosophical individual whose concern is for the well being of others. An original and idealistic thinker whose contributions, although infrequent, are often pivotal points.

Leadership

You should expect:

- can formulate a powerful vision
- will form deep loyalties and affections
- philosophical and imaginative
- can inspire those who are close

You should watch for:

- overly complex theories
- failing to manage and implement

Interpersonal

You should expect:

- belief in humanity and respect for others
- a philosophy of acceptance
- promoting freedom and understanding
- supports the unconventional

You should watch for:

- a crusading nature
- stubborn independence

Initiative and Effort

You should expect:

- takes responsibility for own actions
- dedicated champion - will not back down
- gets excited by novel ideas
- imaginative and creative

You should watch for:

- stubborn and hard to convince
- doesn't consult - goes own way

Communication

You should expect:

- will explore questions in great depth
- original and idealistic thinker
- will defend beliefs forcefully
- imaginative

You should watch for:

- a reluctance to consult
- doesn't contribute outside own area

Analysis and Decision Making

You should expect:

- original and visionary thinking
- contributions are often pivotal points
- enjoys complexities and examines them fully
- tolerance of ambiguity

You should watch for:

- a habit of over-complicating matters
- a reputation as a maverick

Planning and Organising

You should expect:

- sees the big picture - avoids small details
- keeps an eye on the final objective
- incorporates radical ideas and technology
- takes a lot in personally

You should watch for:

- avoiding involvement in routine business
- delegating detail - expecting others to do it

This report describes how a person's manager needs to respond in order to motivate, inspire and manage. The report uses as a base the model of Leadership originally outlined by Bernard Bass which suggests that there are 7 core elements of leadership which people need to develop in order to be seen as successful. They break down into Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is required to inspire people to go above and beyond expectations.

Transformational Leaders

Transformational Leaders have a clear idea of where they want to go, are passionate and motivating to others. They are innovative and challenging. They create and communicate a vision, are intellectually stimulating and treat people as individuals. The elements are:

Creating a Vision

Visionary leaders are described as motivating, inspiring and convincing. A vision cannot be established by edict. To ensure that colleagues "buy in" to a vision you must persuade, excite and influence. People who do this well, communicate a sense of purpose and focus, make people feel they understand where the organisation is going, enthuse and motivate people about what can be achieved, appear passionate and committed to the work, and look to the future with enthusiasm.

Stimulating the Environment

People who do well are able to provide a positive and challenging environment for

others. They make people think and re-examine their ideas and look for alternatives. They quickly see new applications and ways forward, are innovative and imaginative, are seen as experts and authorities in their fields, and are aware of trends and developments in their fields.

Treating People as Individuals

Creating an environment where people feel valued and encouraged to contribute, where they can explore their own talents and utilise individual strengths. People who enable others to do this are seen as positive and fair minded. They ensure justice and are not judgmental. They are attuned to the feelings and natures of their colleagues and show respect for them. Such people can establish a positive environment for each person in the team, get people to contribute in the way they work best, allow for individual differences, do not pre-judge people or impose their own prejudices. They are accessible and responsive to others needs. They accept people for what they are.

Transactional Leaders

Transactional Leaders have an ability to organise and manage people and resources to achieve the agreed corporate goals. They concentrate on setting goals, monitoring performance, giving feedback and developing people. There are four elements of Transactional Leadership

Goal Setting

Goals are the operationalisation of a corporate vision. They are the engine of activity, which provides a specific, practical focus for efforts. Goals need to be specific to ensure clear direction. They must be measurable so people know whether they

are being met. They must be achievable since an unrealistic goal is de-motivating. They must be relevant so they convey a realistic sense of purpose and they need a time limit to crystallise them and provide an agreed end point.

Monitoring Performance

There is little point in setting clear goals if no effort is made to determine whether they have been met. Performance review can be very structured with centralised administration or more fluid relying more on the individual than the system. This helps a person to understand whether the goals have been achieved. The process for monitoring, the frequency of review and the individual responsibility for this review needs to be made clear.

Providing Feedback

Performance appraisal is a normal part of corporate life now. Feedback is designed to answer two questions:

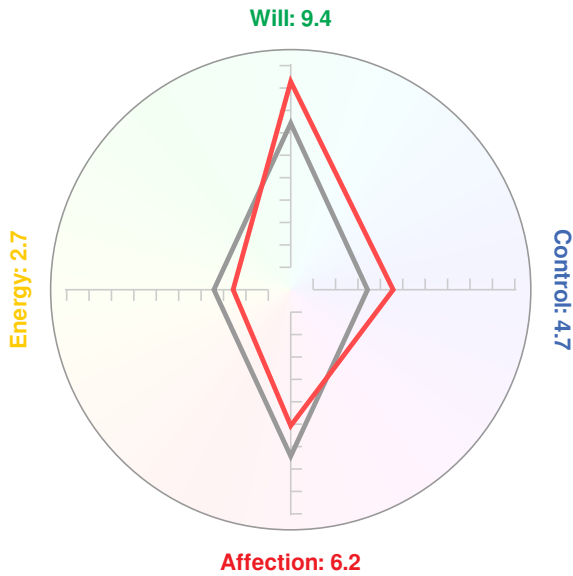
- What are we expecting?
- How are we doing?

And for feedback to be effective it must be:

- Understood
- Believed
- Accepted

Developing Careers

The key to developing others is to demonstrate genuine interest and concern for them. It involves selflessness and a willingness to put others first. In order to achieve this you need first to understand yourself and, following that, understand the needs, interests and desires of other people. To be effective you need to also understand the political and organisational sensitivities that exist.



Creating a Vision

- Engage Carl's interest at an early stage by explaining background theories and concepts
- Encourage Carl's to look at how things could be in the future
- Focus on the benefits your vision holds for people and their well-being
- Emphasise what is new and different about your plans
- Appeal to Carl's enthusiasm for radical change

Stimulating the Environment

- Status is not important but Carl is best when working in teams, acting as a spokesperson, leader or representative
- Offer Carl a working environment that allows freedom to think and to change things for the better
- Recognise Carl's need to establish a culture where the welfare of others is a primary driving force
- Respond to Carl's need for variety and to be able work without too much interference or restrictions

Treating People as Individuals

- Respect Carl's independence and find ways of working which take account of the fact that they can prove difficult to 'read' or 'fathom'
- Remember that Carl's genuine interest in people can often be masked by a sober and serious communication style

- Recognise the strength of beliefs and principles and that Carl can act independently regardless of approval
- Involve and draw Carl into debates

Goal Setting

- Agree long term goals and expectations, but give Carl the freedom and autonomy to make decisions about specifics and method
- Set challenging goals that will appeal to Carl's sense of purpose and offer opportunities to break new ground
- Be firm about the delivery of routine tasks and mundane administrative targets, but understand that these will frustrate Carl and so are best delegated
- Recognise Carl's preference for team working

Monitoring Performance

- Provide some structure for reviewing progress and discussing ideas and issues that may be pre-occupying Carl at the time
- Be prepared for Carl to have changed or amended short term plans to accommodate new information or demands
- Avoid direct interference but make Carl aware if actions are likely to be viewed unfavourably - this may not make any difference to Carl's decisions but it will help raise the importance of communicating with other people

Providing Feedback

- Praise the achievements of Carl's department or team
- Recognise that Carl will want to hear that the approach and philosophy is valued just as much as the more tangible results
- Direct criticism will evoke a defensive response and is more likely to produce silent resistance than co-operation
- Appeal to the intellectual side of Carl's nature, use tact and engage in constructive debate and discussion

Developing Careers

- Remember that status and hierarchy motivates Carl less than the opportunity to flex Carl's innovative and intellectual muscle
- Create opportunities for Carl to make a real difference and to produce the unexpected
- Listen to Carl's own perception of development issues
- Reinforce Carl's need to better communicate thoughts and the rationale behind decisions

It is clear that people are likely to require different things from their careers. Therefore jobs that provide these elements will prove more interesting and satisfying to individuals and as a result motivation is likely to be higher. Research shows that job performance is directly related to job satisfaction and therefore organisations would be wise to try to ensure that people are able to work in jobs which provide the types of rewards which they prefer.

Conversely jobs which fail to provide the opportunities which people respond to are likely to prove less motivating and result in lower productivity. This works both ways and therefore jobs which provide inappropriate rewards for the efforts put in are likely to not only fail to motivate but to actively demotivate people. For example, some people like to have control over decision making, the ability to influence events and the freedom to create and implement their own ideas. The absence of these elements is likely to not only be unrewarding but also demotivating and reduced productivity and increased turnover are likely to result.

Therefore it is clear that time spent in trying to fit jobs to individuals (or vice versa) is time well spent. The closer the fit, the higher the productivity.

Facet5 helps this by identifying your core drivers and showing which elements of a role can motivate or demotivate you. Using this information you can evaluate your current role or design a new one which will be more satisfying.

Motivators

The four intrinsic motivators that underlie career motivations are:

Power

This refers to the degree to which people want to influence events and the people around them. People in whom this need is strong want to feel they are in charge and being challenged. People at the other end of the scale prefer to be in a situation where decisions are more consultative and colleagues know what they have to do. The dimension ranges from "Influence" to "Acceptance"

Participation

People in whom this need is strong like to be with people and part of the scene. They get involved quickly and enjoy participating in the events of the day. People at the other end of the scale prefer to be left alone to get on with their job in peace and to develop and contribute separately.

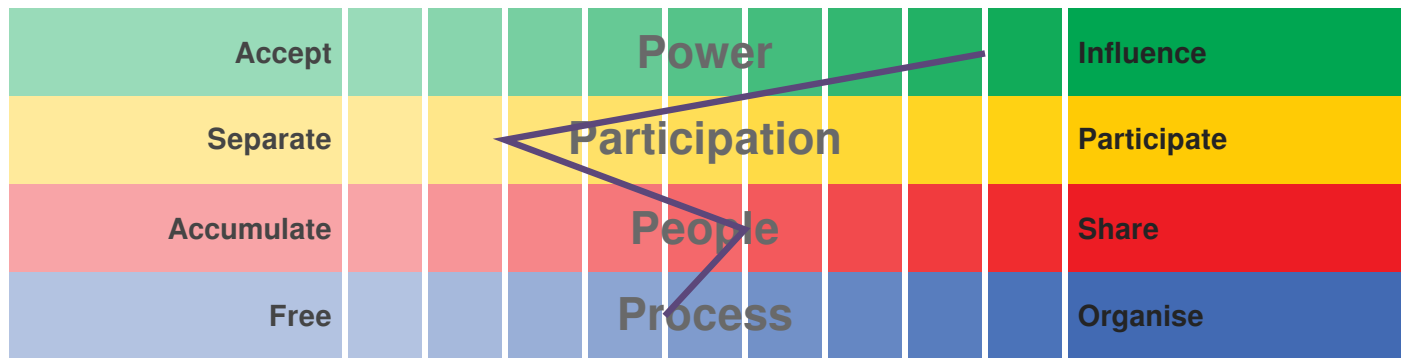
Process

People with a strong need in this way place great emphasis on doing things properly. They prefer efficient systems and processes and respect position and experience. Where the need is low, people prefer less structure and a free-ranging approach. They seek a laissez faire style with the freedom to do what they want.

People

Where this is strong people need to feel they are contributing to the world at large and are helping to produce a "better" society. They need to feel that the work they do is of value to others and has some intrinsic "meaning". They ask not what their share is but how much they can share. Where the need is low there is a greater emphasis on personal gain and reward for effort.

Obviously people are complex and will be motivated by more than one need. Most will have a blend of at least two of these "Drivers" while for some people the position will be much more complex. The following guide indicates the strength of each of the Drivers and describes the motivating and demotivating job elements associated with them. Facet5 uses the Family structure to look at the mix of Drivers that apply to each individual.



This pattern of Drivers suggest that Carl is best suited by a role which provides the following

- Freedom to think
- Shaping the future
- Developing radical alternatives
- Breaking the bounds
- Producing the unexpected

Research has shown the following job elements to be key to maintaining Carl's motivation and interest

- An idealistic environment
- An unstructured workplace
- Personal freedom to develop independent ideas
- A chance to be creative
- The opportunity to be of value to society
- The ability to influence others
- Work with individualists
- Work with concepts, rather than details

Having to spend too much time on the following elements has been shown to be demotivating for Carl and likely to lead to frustration

- Having to work closely in a team
- An environment where people are not treated fairly
- Having to meet new people all the time
- Being asked to constantly communicate ideas
- Work that requires precision and care
- Direct supervision of others
- Easy, unchallenging work
- Regular hours and clear expectations