

# Facet5

## Personal Profile Sample Profile

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**Date** 09/07/2009

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**Company** Facet5 Global Marketing

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**Project**

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composed **collaborative** enthusiastic creative  
democratic trusting people-oriented **goal-focused** realistic outgoing  
assertive perceptive **non-judgemental**



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.

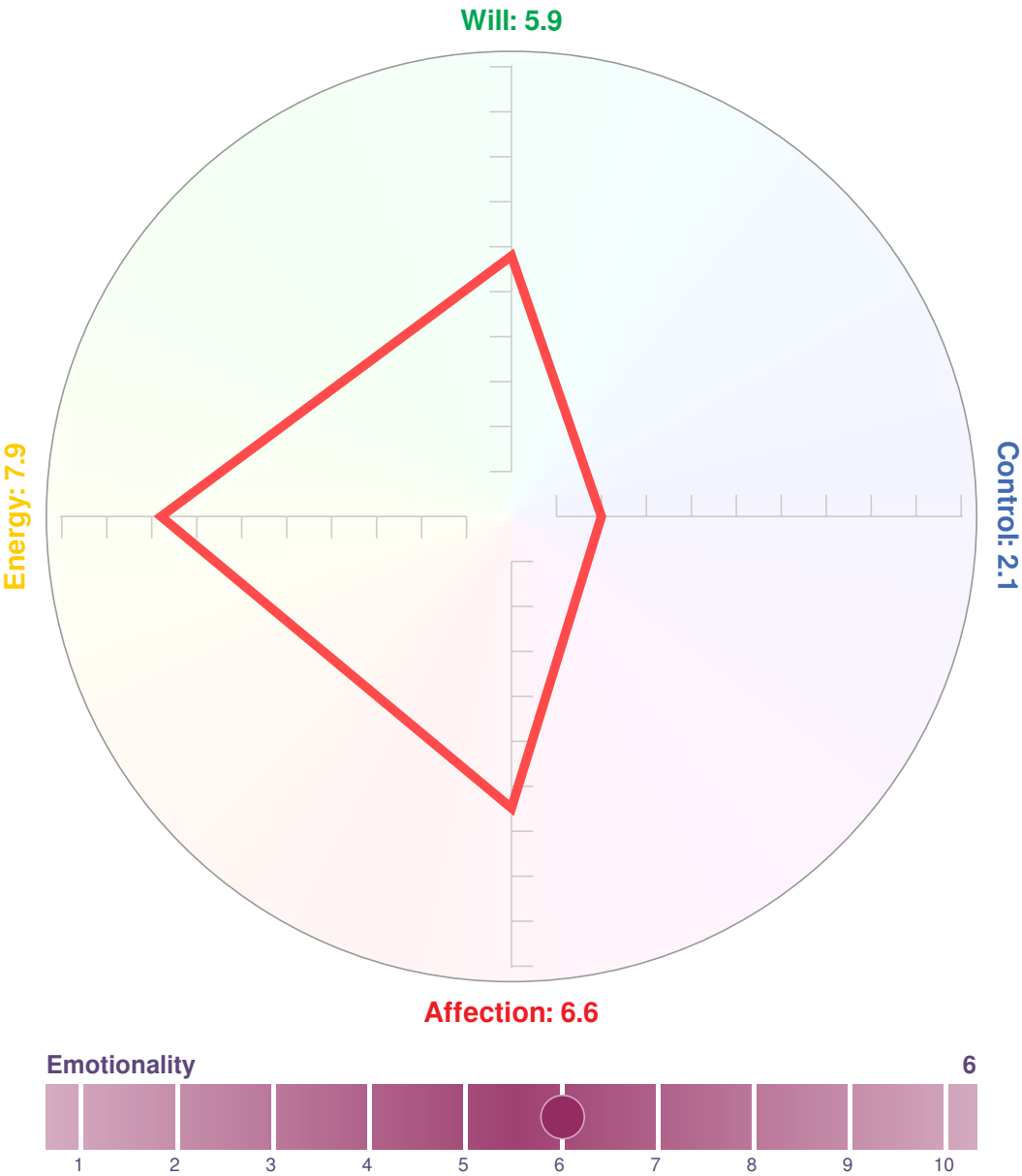
The factors measured by Facet5 are:

	<b>Will</b>	<b>Determination Confrontation Independence</b>	The inner drive to commit to own ideas A drive to confront issues as they arise A tendency to go your own way
	<b>Energy</b>	<b>Vitality Sociability Adaptability</b>	Obvious enthusiasm and energy Interest in being with people Involving other's in your thinking
	<b>Affection</b>	<b>Altruism Support Trust</b>	Putting other people's interests first Always trying to be understanding Tendency to take people at face value
	<b>Control</b>	<b>Discipline Responsibility</b>	Being personally organised and planned Being willing to take personal responsibility
	<b>Emotionality</b>	<b>Tension Apprehension</b>	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.



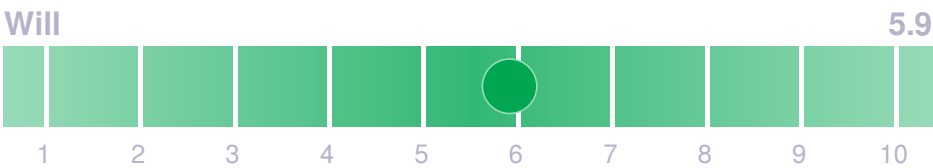
**Norms used: Australian**

Sample includes 31864 people based in Australia. 57% were male. All completed Facet5 in English. Industries include finance, electronics, telecommunications, manufacturing, local, state and federal government, military, property, services, pharmaceuticals, charities, engineering, shipping and transportation. Functions include sales, administration, logistics, finance.

Low Scores

**Benefits**  
Flexible  
Adaptable  
Accommodating  
Agreeable

**Risks**  
Unassertive  
Submissive  
Indecisive  
Timid



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

High Scores

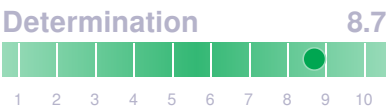
**Benefits**  
Determined  
Assertive  
Decisive  
Independent

**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



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

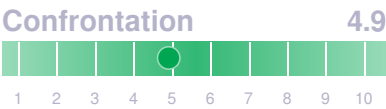
**Strengths include**  
quick to tell other people what to do  
determined to stick to their views  
willing to take responsibility for events

**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



You ... encourage people to say what they think and to reach a consensus

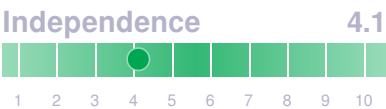
You may be seen as ... unwilling to defend your ideas. Too quick to agree just to keep the peace.

**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



You ... adapt your approach to reflect the views and values of your team

You may be seen as ... reluctant to push an idea if it meets with resistance from others

**Strengths include**  
able to work independently  
goes own way even when opposed  
is guided by strong beliefs

**May be seen as**  
isolated and inflexible  
unwilling to bend and adapt  
only in a team if they are the leader

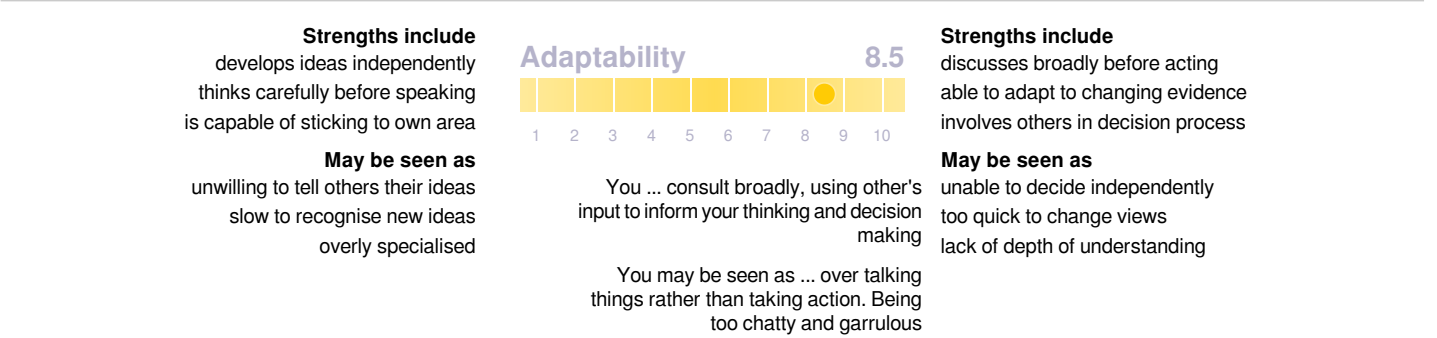
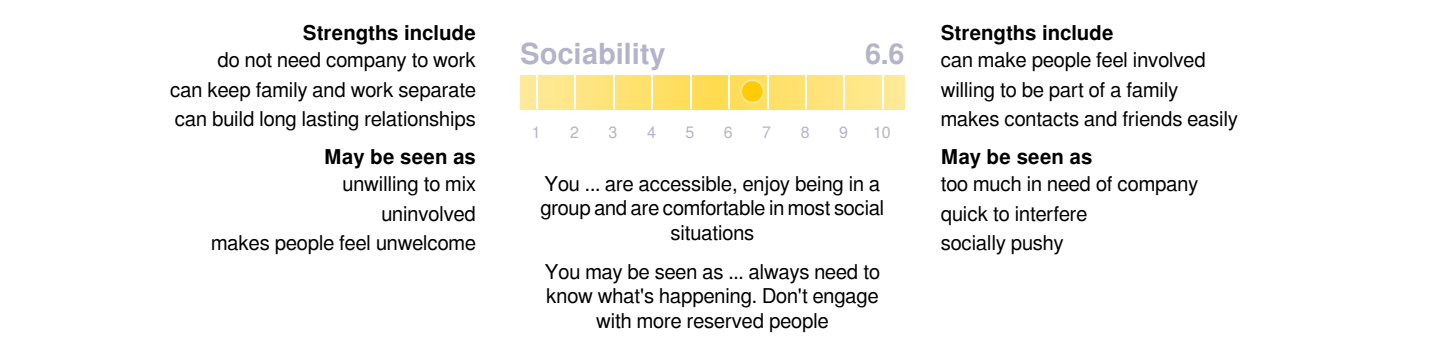
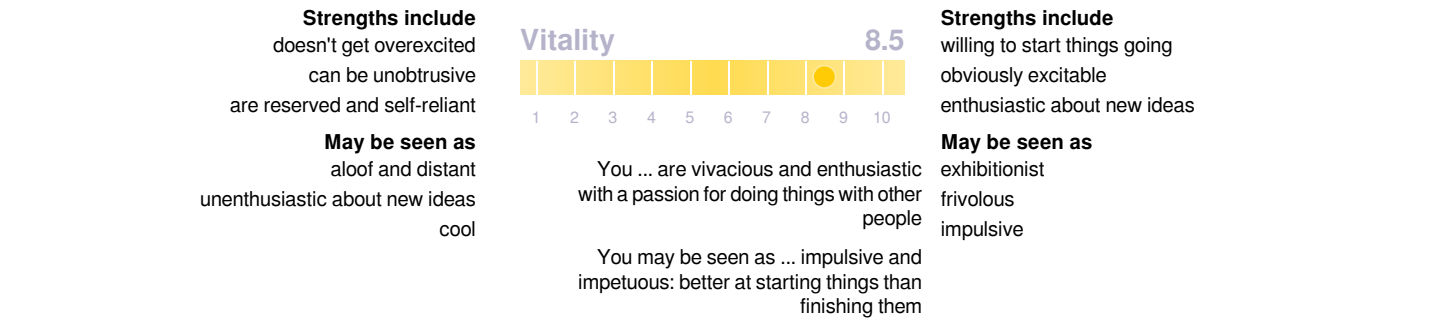
Low Scores

High Scores



Low Scores

High Scores



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**  
unwilling to help  
manipulative  
self serving

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 responsive to the needs of others and will help out if you can

You may be seen as ... overly concerned for your colleagues - taking on their struggles as your own

**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  
Unfocussed  
Unplanned



You have a very laid back and permissive approach to life. Your own freedom is very important to you and you prefer not to impose rules and regulations on others. You are generally free thinking and unconcerned by details. Some people may feel your approach is rather too unstructured, with insufficient attention to detail and planning.

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



You ... champion the need for freedom and the autonomy to choose how to go about your work

You may be seen as ... disorganised and undisciplined. Constantly challenging rules

- 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



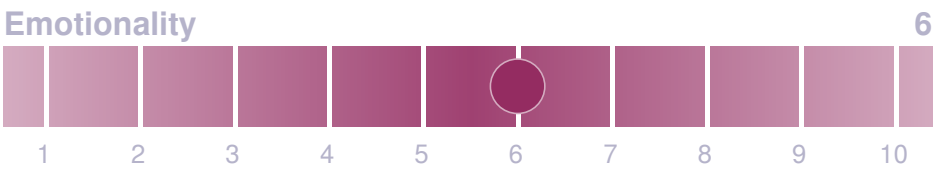
You ... are free thinking and non-judgemental. You adapt easily to changing situations

You may be seen as ... casual, irreverent, irresponsible and rebellious

- 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



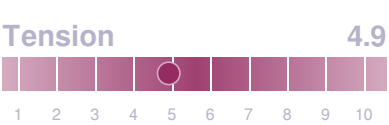
You are reasonably self confident and consistent from one day to the next. You seem to have a clear view of what you want and are not easily knocked off your stride by changes around you.

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



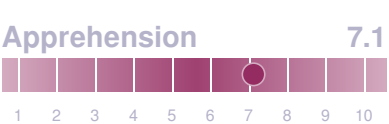
You ... cope with most situations without undue worry or anxiety

You may be seen as ... underestimate risks and ignore other's concerns

- 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



You ... You usually prepare well and will check for errors before considering a task to be done

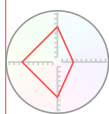
You may be seen as ... overly cautious and doubting. Lacking in confidence in your own success

- 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



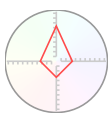
Similar profiles can be grouped into one of 17 Facet5 “Families”, providing a useful summary to describe and understand how factors come together. A Profile is matched to the Family with the closest fit, based on the four factors around the wheel but excluding Emotionality. Your selected Family is highlighted below.

## Advocate



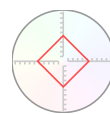
Exuberant, outgoing manner  
Likes making friends and interacting with others  
Wide ranging interests and exciting ideas  
Flexible but goal oriented  
Impulsive  
Could interfere with others' work

## Architect



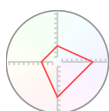
Has a keen sense of purpose  
Imaginative and creative but can seem self-centred  
Knows own mind  
Expects others to stand up for themselves  
Puts own ideas ahead of others'  
Can seem unsympathetic, insensitive, fiercely independent

## Chameleon



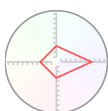
Presents a composed but friendly style  
Adapts readily to any situation  
Doesn't impose on others  
Tolerates most differing styles  
Can find it difficult to express their true opinions  
Can seem rather inconsistent

## 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



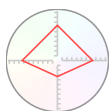
Reserved, fairly formal style  
Avoids risks and can resist change  
Likes clear guidelines and agendas  
Respects a hierarchy and the status quo  
Can seem too conservative  
Could be perceived as distant and aloof

## Developer



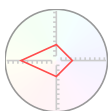
Warm and sympathetic manner  
Genuine interest in others and desire to help  
Has strong sense of morality and responsibility  
Will defend others and stand up for them  
May neglect own interests  
Risks taking on too much

## Entrepreneur



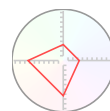
Confident, self-assured manner  
Outgoing and stands out in the crowd  
Definite sense of direction and method  
Stands up for own opinions  
May seem 'larger than life'  
Can be insensitive or even uncaring

## Explorer



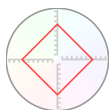
Fun-loving and social  
Quick to make contact with others  
Relaxed and easy-going  
Free-thinking, imaginative, and stimulating  
Can be erratic and unfocused  
Can get sidetracked by new ideas

## Facilitator



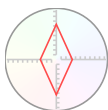
Social and out-going manner  
Likes to meet people and exchange ideas  
Puts others' interests ahead of own  
Tolerant and understanding  
Can be too relaxed and friendly  
May seem to lack business focus

## Generalist



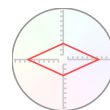
Ebullient, gregarious and fun-loving  
Prepared to mix with anyone  
Demanding but flexible  
Adapts to people or circumstances  
Can be all things to all people  
Interferes with others' work

## Idealist



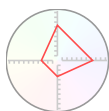
Deep thinking  
Concerned with philosophical issues  
Individualistic - unusual style  
Goes own way  
Can be hard to work out  
Idealistic and impractical

## Presenter



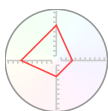
Out-going, polished style  
Gregarious and fun-loving  
Fits easily into different environments  
Simple, practical viewpoints  
Can seem superficial, ignores 'real' issues  
Promises, but may not deliver

## Producer



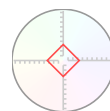
Determined with a strong sense of purpose  
Looks for continuous improvement  
Pushes projects through determinedly  
Is ambitious and goal-oriented  
May tread on others' toes  
Autocratic, demanding

## Promoter



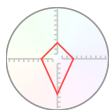
Very outgoing and forthright style  
Quick to speak out and to give views  
Goal-oriented and self-promoting  
Thinks imaginatively and broadly  
Can intimidate quieter, less 'up front' people  
May be overwhelming and too rapid

## Specialist



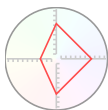
Subdued, reserved style  
Difficult to draw out in social groups  
Prefers independence and autonomy  
Likes working on one clear task at a time  
Can be over-looked by more dominant people  
Can be too focused on own concerns

## Supporter

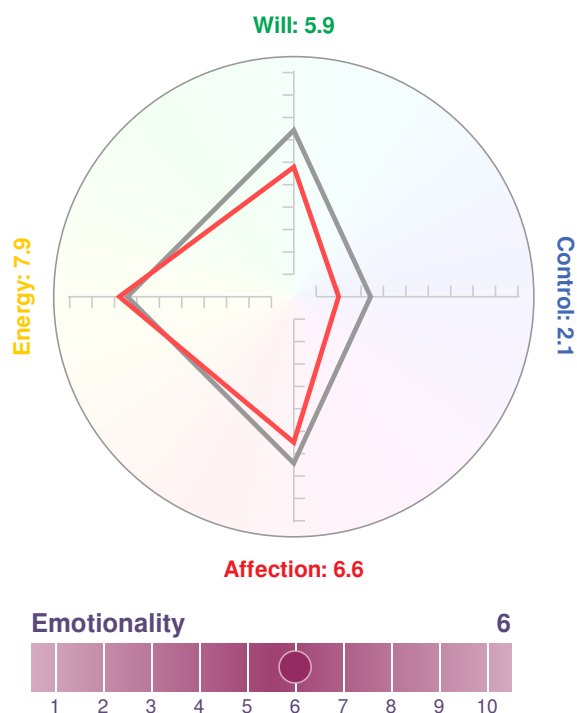


Tolerant and easy-going  
Always helpful to others  
Sympathetic and helpful  
Seeks harmony and understanding  
Can be manipulated by more pragmatic people  
Can be naive in what they expect from others

## 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



## Reference Family: Advocate

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

- 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

## Contribution to a team

- Gets things moving and motivates others
- Likes to participate and discuss
- Has lots of ideas and is creative
- Speaks authoritatively and confidently
- Will have a vision which could stifle others
- Gets things out of proportion

## As Leader

- Exciting and visionary style
- Challenges and insists on open communication
- Trusts and believes in people's worth
- Encourages people to set stretching targets
- Relies on individuals to self-manage
- Gets involved and discusses broadly
- Champions the cause of own people - enjoys their success

## Motivated by

- Promoting an idea with passion and enthusiasm
- Working with fun people
- Taking up a cause or mission
- Persuading on big issues

## To Manage

- Encourage debate and new ideas
- Create an informal working environment - spontaneous, fun-loving
- Encourage a genuine interest in people
- Suggest/agree end goals but allow flexibility
- Insist on regular, but informal meetings- stay close
- Praise enthusiasm, intuition and flexibility
- Encourage new ideas - show how to win people's hearts and minds

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

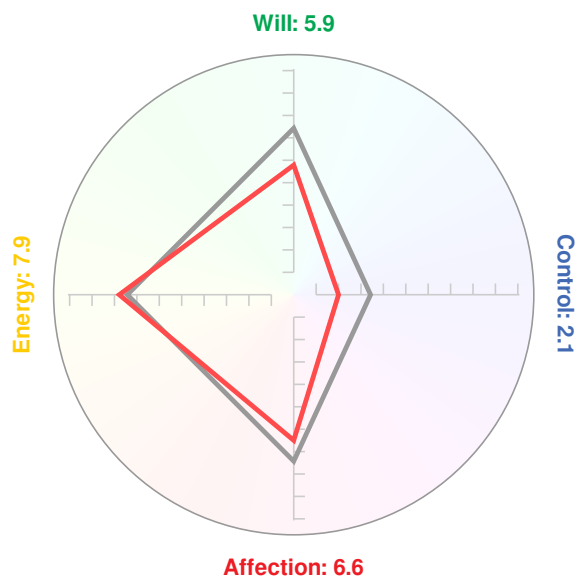
The active attempt to influence events in order to achieve goals.

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.



**Sample is an exuberant, out-going person who enjoys making friends and has a genuine interest in people coupled with a flexible, but focused, goal orientation.**

## Leadership

*You should expect:*

- communicates an exciting vision
- persuasive and inspiring
- challenges ideas and debates openly
- very supportive of others' efforts

*You should watch for:*

- the potential to interfere
- stifling others ideas

## Interpersonal

*You should expect:*

- popular members of an organisation
- communicates happily at all levels
- accepts people - non-judgemental
- defends and protects friends

*You should watch for:*

- can dominate the scene
- can become too familiar

## Initiative and Effort

*You should expect:*

- takes responsibility readily
- has faith in self and desire to help others
- energetic in pursuit of targets
- handles many things at once

*You should watch for:*

- too quick to assume the lead
- setting unrealistic goals

## Communication

*You should expect:*

- enthusiastic communicator
- encourages debate - enjoys talking
- insists everybody contributes
- persuasive and motivating to listen to

*You should watch for:*

- overly talkative
- circuitous arguments

## Analysis and Decision Making

*You should expect:*

- encourages alternatives
- has own clear theories
- quick to implement and try things
- convinced by feeling as much as logic

*You should watch for:*

- too quick to commit
- overly complex theories

## Planning and Organising

*You should expect:*

- has clear objective in mind
- looks at big picture rather than detail
- wins people over and gains commitment
- freely allocates responsibility to others

*You should watch for:*

- expects details to sort themselves out
- doesn't follow through

**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:

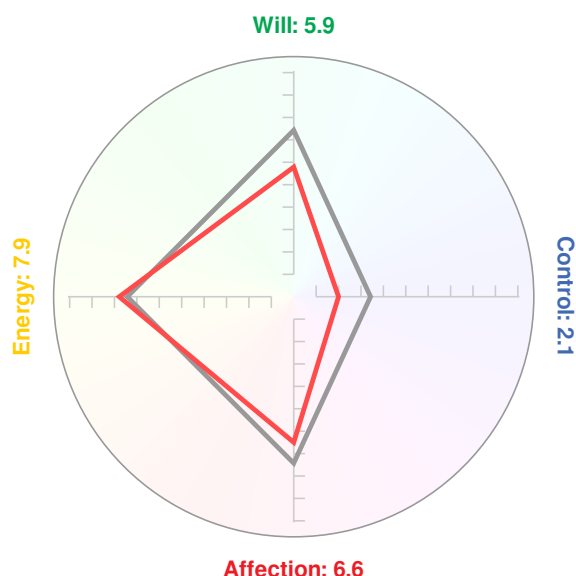
- What are we expecting?
- How are we doing?

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

- Match Sample's enthusiasm with your own
- Be punchy, spontaneous and informal in your presentation
- Appeal to Sample's enjoyment of debating ideas and thinking up new possibilities
- Encourage and inspire Sample to take up the cause
- Sell the advantages in terms of how people and the organisation will benefit
- Speak of how Sample's flexibility, creativity and ability to inspire and motivate others will be crucial to success

## Stimulating the Environment

- Provide plenty of opportunity for Sample to make a positive impact on other people and their work
- Offer an informal working environment where intuition and spontaneity is valued and a sense of humour is welcomed
- Sample is happiest when promoting an idea with passion and enthusiasm
- Keep Sample involved and informed
- Tap into broad interests and harness Sample's creative skills

## Treating People as Individuals

- Respond to Sample's genuine interest in people and need to interact and work closely with others
- Keep things relatively friendly, light hearted and informal

- Expect Sample to be quite liberal and to opt for radical solutions especially where other people are concerned
- Recognise Sample's need to 'have a say', debate issues and talk through ideas
- Temper a tendency to be impulsive and stubborn - Sample hates to feel ignored

## Goal Setting

- Suggest and agree end goals but allow Sample flexibility and scope to choose how these will look and be met
- Resist the temptation to become too detailed and trust Sample's monitoring abilities and ultimate goal orientation
- Keep time scales realistic but quite short - this helps Sample's planning and focus
- Avoid asking Sample to be directly responsible for routine tasks by ensuring that this and matters requiring attention to detail are delegated

## Monitoring Performance

- Sample prefers to work without too much interference and will respond to a manager who helps get things done
- Gently monitor progress and insist on regular, but informal meetings
- Be prepared for Sample to have changed or modified plans in response to new information or events
- Seek clarification and reassurance on time-scales
- Help Sample to keep focused on the goals but without stifling a talent for innovation and intuition

## Providing Feedback

- Praise Sample's enthusiasm, intuition and flexibility
- Recognise Sample's ability to achieve results
- The need for negative feedback will be rare. It will usually be related to Sample's apparent lack of self-discipline and structure
- Be prepared for Sample to defend if criticised and to justify actions as being in the best overall interests of the project or group
- Avoid allocating blame or entering into lengthy debate - encourage Sample to explore how to avoid incurring similar criticism in the future

## Developing Careers

- Encourage Sample to be a passionate advocate of ethical and worthwhile causes
- Offer Sample positions that give sufficient status and power to introduce new ideas and to win peoples hearts and minds through persuasion and enthusiasm
- Create opportunities for Sample to improve skills as a 'devil's advocate', and to perfect powers of persuasion even when met with strong opposition from people who hold more traditional and conservative views



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.

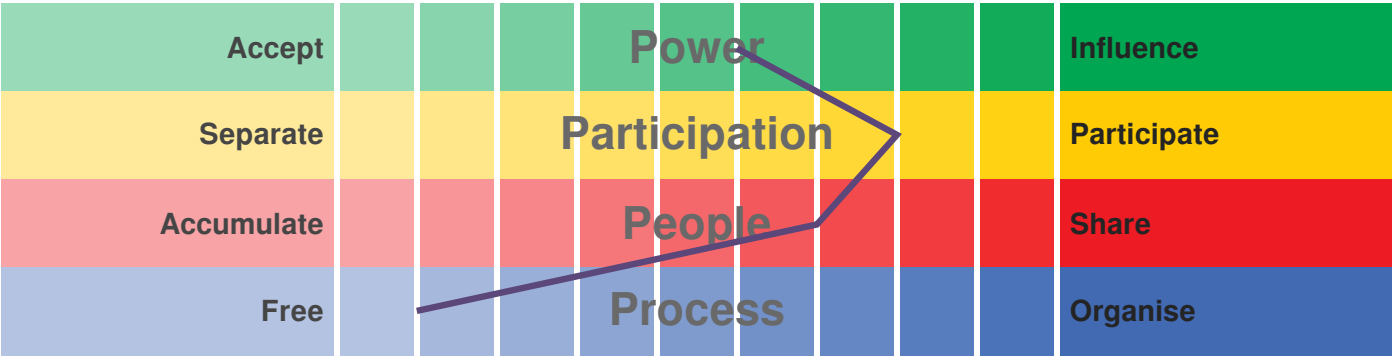
### Process

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 Sample is best suited by a role which provides the following**

- Promoting an idea with passion and enthusiasm
- Working with fun people
- Taking up a cause or mission
- Persuading on 'big' issues

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

- Communicating their own vision
- Having a leadership role
- Constant challenge
- A sense of friendship with colleagues
- Having a chance to develop and encourage others
- Working in a creative and dynamic environment
- A sense of value to others and/or the community
- The chance to work with concepts, rather than detail

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

- An environment where fair play is not respected
- Isolation from colleagues
- A highly formal environment
- Easy work
- Lack of recognition for efforts
- Performing the same tasks every day
- Working in a highly specialised, technical company
- Precise and closed predetermined goals