

# Facet5

## Personal Profile

Joe Bloggs

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Date 26/03/2021

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Company t-three - marketing

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Project

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**creative** considered **forthright** **confident**  
**independent** questioning mature reserved **critical**  
**goal-focused** collaborative **non-judgemental**  
**task-oriented**



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.

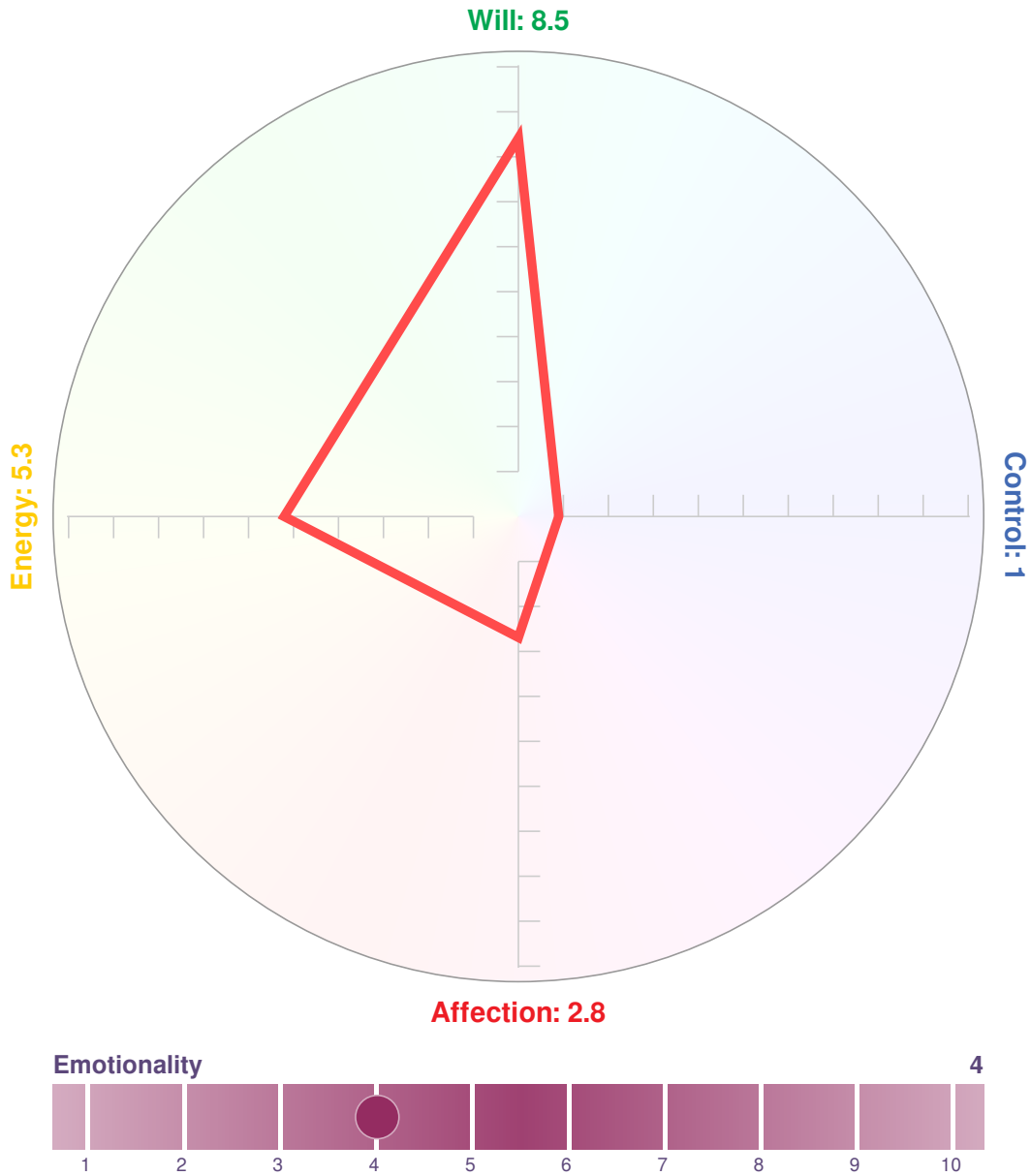
The factors measured by Facet5 are:

	<b>Will</b>	<b>Determination</b> <b>Confrontation</b> <b>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</b> <b>Sociability</b> <b>Adaptability</b>	Obvious enthusiasm and energy Interest in being with people Involving other's in your thinking
	<b>Affection</b>	<b>Altruism</b> <b>Support</b> <b>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</b> <b>Responsibility</b>	Being personally organised and planned Being willing to take personal responsibility
	<b>Emotionality</b>	<b>Tension</b> <b>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: United Kingdom

Norms derived from 36203 profiles completed in the UK in English. 56% were male. The sample was drawn from a wide range of British organisations. They covered both private and public sector, local and national government. Most were completed as part of development processes (assessment and development centres, coaching and guidance).

## Low Scores

## High Scores

**Benefits**  
Flexible  
Adaptable  
Accommodating  
Agreeable

**Risks**  
Unassertive  
Submissive  
Indecisive  
Timid

### Will



**Benefits**  
Determined  
Assertive  
Decisive  
Independent

**Risks**  
Domineering  
Stubborn  
Argumentative  
Opinionated

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.

## Low Scores

## High 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



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

### 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



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



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 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

- Benefits**  
Quiet  
Confidential  
Reserved  
Undemonstrative
- Risks**  
Aloof  
Indifferent  
Cool  
Unsociable

### Energy



Your style is moderate in that you are reasonably friendly but you don't go out of your way to make yourself known. You can work alone if necessary but in general will be effective as a team member. You would not appreciate being crowded and forced to participate in something which didn't appeal to you.

- Benefits**  
Energetic  
Enthusiastic  
Sociable  
Friendly
- Risks**  
Distractible  
Disruptive  
Interfering  
Exhibitionist

## Low Scores

## High 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

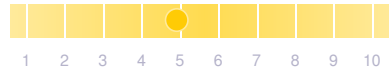


You prefer to stand back and think things through before speaking  
You may be seen as uninterested and unenthusiastic. Distant and cool

- Strengths include**  
enthusiastic about new ideas  
willing to start things going  
obviously excitable
- May be seen as**  
exhibitionist  
frivolous  
impulsive

- Strengths include**  
do not need company to work  
can build long lasting relationships  
can keep family and work separate
- May be seen as**  
unwilling to mix  
uninvolved  
makes people feel unwelcome

### Sociability



You are effective in small groups but can work alone if required  
You may be seen as reserved and difficult to draw out when meeting people for the first time

- 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 share important ideas with others and will modify your thoughts as a result  
You may be seen as only consulting with other outspoken and likeminded people

- Strengths include**  
discusses broadly before acting  
able to adapt to changing evidence  
involves others in decision process
- May be seen as**  
unable to decide independently  
too quick to change views  
lack of depth of understanding

## Low Scores

## High Scores

**Benefits**  
Pragmatic  
Astute  
Businesslike  
Shrewd

**Risks**  
Self-Centred  
Cynical  
Hard-nosed  
Aggressive

### Affection



You have a very pragmatic, business oriented approach with an emphasis on practical, tangible results. You tend to put your own needs ahead of others, can be quite tough and unforgiving and generally question other's motives. Some people may feel you are overly critical and unsympathetic.

**Benefits**  
Caring  
Helpful  
Kind  
Trusting

**Risks**  
Naive  
Innocent  
Soft  
Gullible

## Low Scores

## High 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 detect opportunities and protect your own and your organisation's interests

You may be seen as opportunistic, short term and self-serving which may challenge relationships

### 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

### 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 supportive and helpful to those who you think have earned it

You may be seen as demanding, critical of others and unforgiving. Favouring people who are like you

### 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 challenge people's motives in the interest of achieving the best business results

You may be seen as suspicious, harsh and cynical. Failing to give people the benefit of the doubt

### Strengths include

believes in people  
works toward a common good  
willing to believe and trust

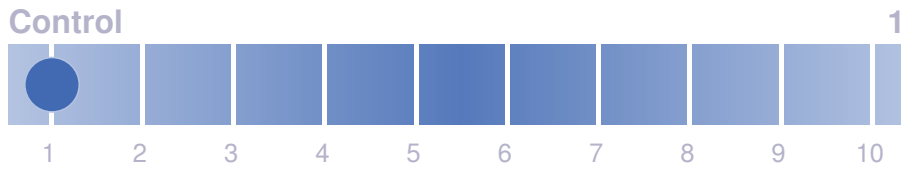
### May be seen as

naive and easily conned  
idealistic  
overly trusting

## Low Scores

## High Scores

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



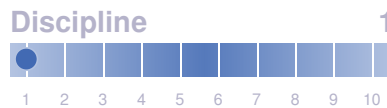
- Benefits**  
 Planned  
 Reliable  
 Conscientious  
 Responsible
- Risks**  
 Authoritarian  
 Inhibited  
 Intolerant  
 Rigid

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.

## Low Scores

## High 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

- 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

## High Scores

**Benefits**  
 Consistent  
 Stable  
 Confident  
 Optimistic

**Risks**  
 Complacent  
 Casual  
 Unmoved  
 Dull

### Emotionality



You have a very positive and confident style and colleagues will appreciate your ability to maintain this balanced attitude even under stress and pressure. Some people may feel you are almost overconfident with little which can throw you.

**Benefits**  
 Vigilant  
 Vibrant  
 Reactive  
 Passionate

**Risks**  
 Volatile  
 Unpredictable  
 Moody  
 Pessimistic

## Low Scores

## High 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 remain calm and rarely feel anxious or worried. Unaffected by stress

You may be seen as complacent and self-satisfied. Unaffected by issues around you

### 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

### 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 are comfortable with who you are and realistic about what to expect of yourself and others

You may be seen as not always responding to pressure as others would wish

### Strengths include

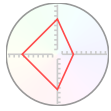
prefers to stick to what they know  
 double checks to avoid errors  
 doesn't make assumptions

### May be seen as

negative and overly cautious  
 pessimistic  
 uncertain and moody

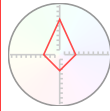


Similar profiles can be grouped into one of 17 Facet5 “Families”, providing a useful summary to describe and understand how factors come together. A Profile is matched to the Family with the closest fit, based on the four factors around the wheel but excluding Emotionality. Your selected Family is highlighted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



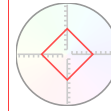
**Advocate**

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



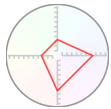
**Architect**

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



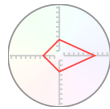
**Chameleon**

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



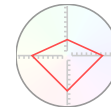
**Coach**

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



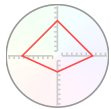
**Controller**

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



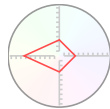
**Developer**

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



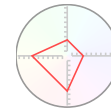
**Entrepreneur**

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



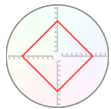
**Explorer**

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



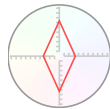
**Facilitator**

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



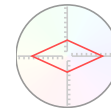
**Generalist**

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



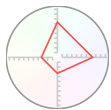
**Idealist**

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



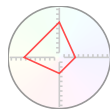
**Presenter**

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



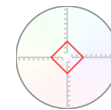
**Producer**

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



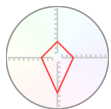
**Promoter**

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



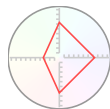
**Specialist**

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



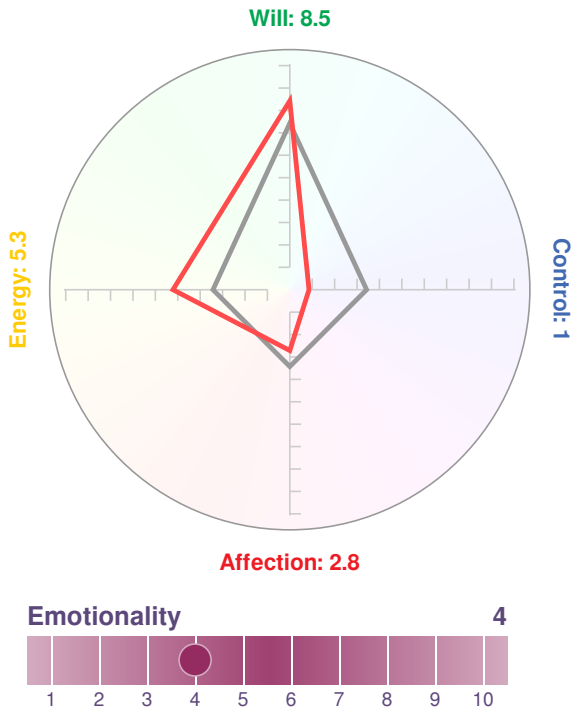
**Supporter**

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: Architect

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

- 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

## Contribution to a team

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

## To Manage

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

## As Leader

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

## Motivated by

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

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

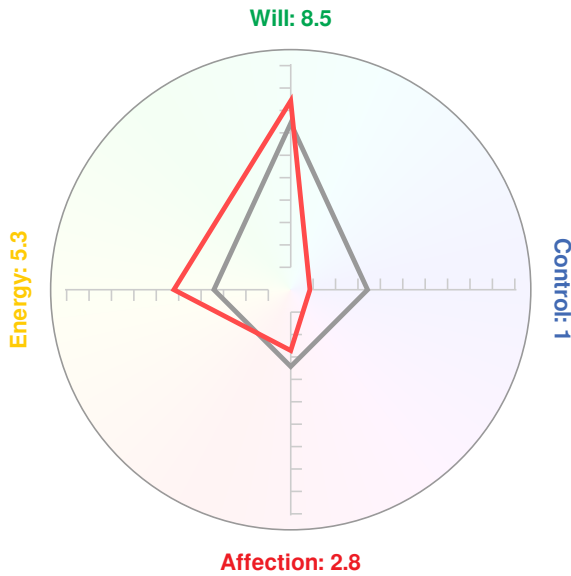
The active attempt to influence events in order to achieve goals.

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.



People like Joe are influential members of any organisation. There is a strong sense of purpose and firm ideas of how goals should be achieved. Joe is task oriented and keen to achieve measurable results.

## Leadership

*You should expect:*

- provides a strong sense of direction
- imaginative and focused
- sets clear objectives
- expects people to deliver

*You should watch for:*

- tendency to over use power
- little interest in developing people

## Interpersonal

*You should expect:*

- spends time where it will produce results
- values people who are 'contributors'
- good at identifying key people
- encourages creative thinking

*You should watch for:*

- not interested in issues beyond own goals
- contentious or critical defending own ideas

## Initiative and Effort

*You should expect:*

- willing to take initiative and responsibility
- looks for a leadership role
- capable of delegation
- acts quickly and pushes to get a result

*You should watch for:*

- assuming charge too readily
- being deaf to objections

## Communication

*You should expect:*

- impressive and convincing style
- defines issues clearly and objectively
- focus on performance
- imaginative and creative

*You should watch for:*

- stubborn and hard to convince
- critical of views which don't match own

## Analysis and Decision Making

*You should expect:*

- makes decisions quickly
- formulates and presents strong ideas
- willing to follow through
- builds broad theories

*You should watch for:*

- a tendency to oversimplify
- a lack of consultation

## Planning and Organising

*You should expect:*

- strong focus on own vision
- able to see the 'big picture'
- monitors performance closely
- allocates tasks and checks performance

*You should watch for:*

- may not inform others of changes
- changes the rules to suit self

**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:

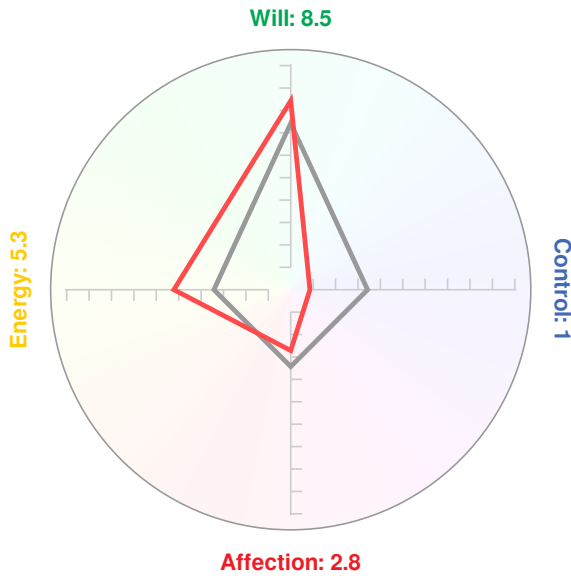
- What are we expecting?
- How are we doing?

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

- Pre-sell new ideas - 'sow the seeds' and 'let them germinate'
- Show you value Joe's opinion and help
- Paint a broad picture and outline some alternatives for Joe to think about and come back to you on
- Distinguish between fact and opinion
- Make sure Joe listens and doesn't express an opinion too quickly

## Stimulating the Environment

- Appeal to Joe's desire to lead and need for power and recognition
- Involve Joe in creating solutions to challenging and difficult situations
- Motivate by asking Joe to create something new and different which reflects Joe's own ideas
- Allow Joe scope to take important decisions and to contribute to moving things forward

## Treating People as Individuals

- Create opportunities that give Joe responsibility, recognition and status
- Appeal to Joe's down to earth and business like approach to things - but tactfully point out the importance of consultation and of not imposing a view on others
- Avoid putting Joe on the defensive - being stubborn Joe can find it difficult to retract

- Remember Joe's tendency to make quick decisions and encourage alternative views

## Goal Setting

- Agree challenging goals that allow Joe to exercise authority and control over the performance of others
- Clearly state how Joe's goals directly relate to strategy and overall success of the business
- Allow freedom and autonomy in deciding how the goals are met
- Give Joe scope to identify own targets and specific objectives

## Monitoring Performance

- Let Joe do things in own way, but if you need to redirect be firm and clear about the reasons
- Arrange ways of ensuring that Joe keeps you informed of progress
- Assert your authority as a last resort. Do not argue with Joe. Find where your ideas and Joe's agree then widen the area of common agreement
- Use subtle ways of ensuring that Joe involves people and curb any tendency to dominate and impose views on others

## Providing Feedback

- Praise Joe's successes personally and directly, pointing out how standing within the organisation has been enhanced
- Comment on sound judgement, decisiveness and Joe's drive and determination

- When you have cause to criticise be sure of your facts; be tactful but firm and direct
- Allow Joe a face saver if it can be done

## Developing Careers

- Respond to Joe's need to advance and visualise future career success
- Address any of Joe's development needs by linking these directly to how they can affect prestige and potential to progress
- Be direct, do not accept excuses or allow Joe to blame others for any shortfalls in performance
- Joe hates to admit ignorance or failure - make it easier by finding common ground and widening it

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.

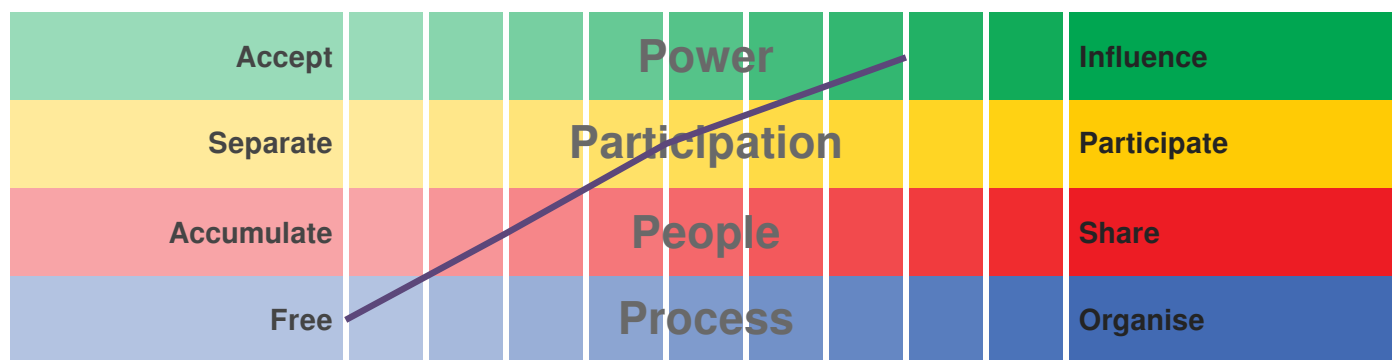
### People

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.

### 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.

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 describes the motivating and demotivating job elements associated with them.



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

- A position that allows you to influence others to your way of thinking
- Freedom to create and think
- Taking important decisions that make an impact
- Having own personal space and freedom to act
- Independence to do your own thing

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

- Having authority to make decisions in your area of remit
- Being recognised for the calibre of your thinking
- Having the opportunity to demonstrate your expertise
- Being challenged by the work
- An opportunity to devise new ideas
- Working without interference from above
- Being rewarded materially for your achievements
- Having the opportunity to build an area of expertise

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

- Having shared responsibilities or accountabilities
- Working closely in a social or active team
- Having to meet new people all that time
- Lack of individual recognition and material reward
- Spending a lot of time dealing with personal issues
- Inflexible systems and procedures
- Supervising other people's day to day workload
- Being micro-managed