

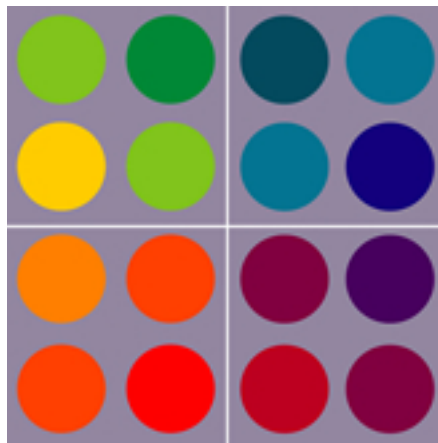


# Facet Personal Profile

## Sally Sample

Date of Administration: 14.1.2013

Company: LMC International Inc.



# Introduction

The Facet5 questionnaire asked for your views on a range of issues. The questionnaire looks at attitudes, opinions and preferences and obviously there are no right or wrong answers. It is not a test, which you can pass or fail, and is more often called a profile, inventory or scale.

Facet5 is designed to look at those aspects which are relatively stable and consistent and which make you what you are. The results do not imply that you are right or wrong or that there are 'goods' and 'bads'. From this picture of you as a person we can develop some ideas about the way you are likely to react or behave in different situations. This report outlines these ideas but it is up to you to work out how accurate they are and how relevant they are to your present situation.

The factors of personality measured by Facet5 are generally considered by psychologists to be the five fundamental "Building Blocks" of a person. We each have a certain amount of each factor and it is this pattern of scores, which gives the picture. They are:

- Will - Determined, assertive, independent
- Energy - Enthusiastic, sociable, involved
- Affection - Open, sincere, warm, generous
- Control - Structured, orderly, self-disciplined

and a fifth factor, Emotionality, which interacts with the others and affects stress tolerance, confidence and emotional state. By taking different views of the same information we are able to look at a person from different aspects showing different "Facets" of character.

Although Facet's main factors are distinct sets of character traits, they are made up of a number of core elements as below:

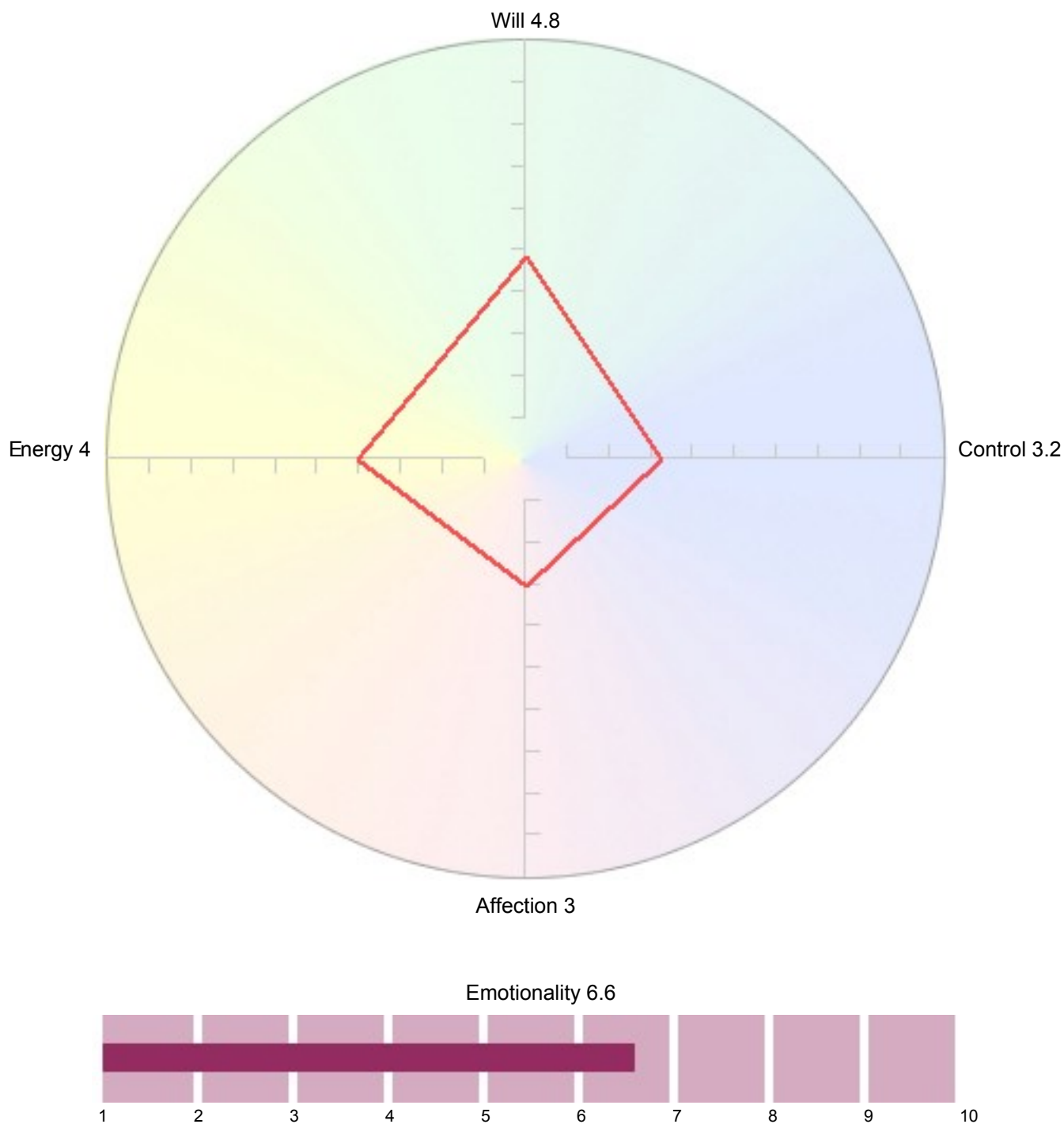
These sub-facets can be extracted separately to show what "flavour" of the main factor is present. For example Will is composed of three "facets", Determination, Confrontation and Independence. Typically, Will scores that are either very high or very low will be reasonably equally composed of each facet. However, more moderate scores may be composed of three equally moderate scores or they may be composed of a mixture of high, medium and low "facet" scores. By splitting the "facets" out of the main factors, it is possible to qualify the interpretation of a Facet5 profile considerably.

We generally show a person's profile using a chart where each scale is divided into 10 points. This particular type of scale is called a "sten" scale, which stands for "Standard Ten". In this type of scale extreme scores (high or low) are more significant in making up a person's type than more moderate scores. Your Facet5 profile and the breakdown of the "facets" for each factor is shown on the following pages.

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

# Overall Profile

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 or below 4 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.



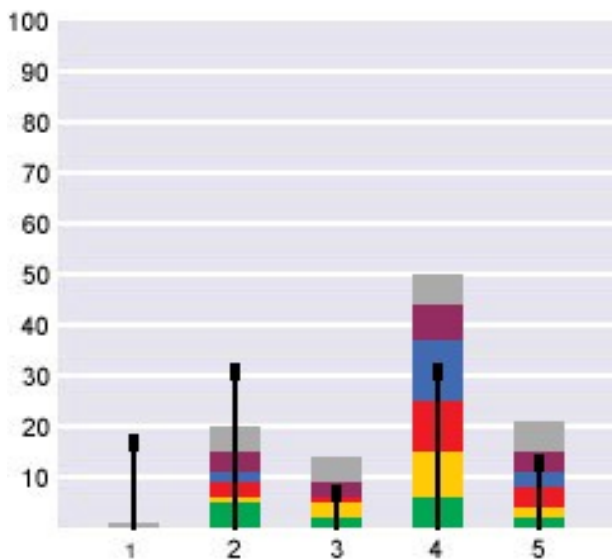
**Norm Group used: English Speaking**

Norms are based on a sample of over 18500 Facet5 profiles completed in English. 65% completed the profile on paper. 65% were male. The profiles were collected from the UK, North America, Australia, Singapore and NZ. The largest numbers were from IT, Manufacturing, Financial services and the Public Sector. For full details contact your Facet5 distributor.

# Questionnaire Statistics

## Response Distribution

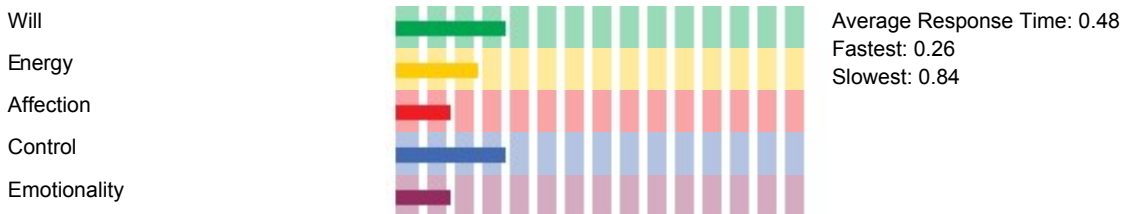
This chart shows the distribution of responses throughout the Facet questionnaire. The vertical bars show the expected pattern based on the responses to thousands of questionnaires completed in the past.



Factor	Response					Skip	Total
	1	2	3	4	5		
Will	5	2	6	2	0	0	15
Energy	1	3	9	2	0	0	15
Affection	3	1	10	4	0	0	18
Control	2	12	3	0	0	0	17
Emotionality	4	3	7	4	0	0	18
Not Used	1	5	5	6	6	0	23
<b>Total</b>	<b>1</b>	<b>20</b>	<b>14</b>	<b>50</b>	<b>21</b>	<b>0</b>	<b>106</b>

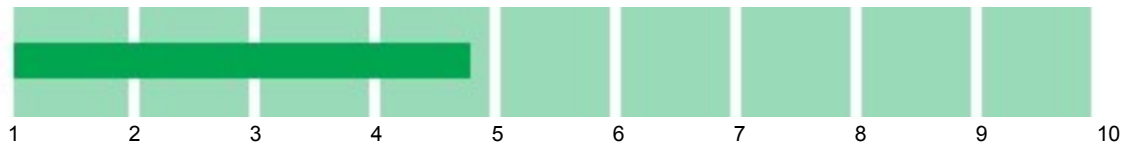
## Response Latency

This chart shows the pattern of responses where extra time was taken to answer the questions. Where these responses are focussed on one or two factors it is possible that the overall score on those factors may not be accurate. Other sources of information should be examined to check the accuracy of such scores.



# Will

4.8



People with high scores on Will are seen as dominant, determined, committed and independent. The key is a strong motivation based on firmly held beliefs. Characteristics are firmness, single-mindedness and goal direction. Less favourable qualities are stubbornness and rigidity of view. People with lower scores are more flexible and willing to listen. They don't have strong views and can be talked out of things if strongly challenged. Some may see them as too easily convinced and dependent. Will scores can be broken down as follows:

## 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

4.6



### 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

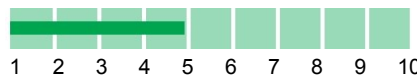
- willing to adapt to another's argument
- tries to remain moderate and calm
- doesn't buy in to arguments

### May be seen as

- unwilling to face issues
- avoids issues, hoping they'll get better
- too quick to give in to an argument

### Confrontation

4.9



### 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
- too quick to act and hard to hold back
- overly aggressive and demanding

### Strengths include

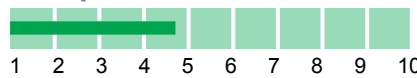
- willing to consult and seek advice
- needs a team and accepts direction
- flexible and willing to fit in

### May be seen as

- too dependent on other people
- too flexible
- too easily led by others

### Independence

4.7



### Strengths include

- able to work independently
- goes own way even when opposed
- is guided by a strong beliefs

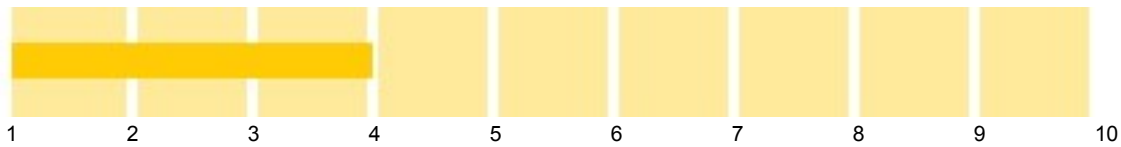
### May be seen as

- isolated and inflexible
- unwilling to bend and adapt
- only in a team if they are the leader

**Comments:** You have a reasonably forceful manner and can be quite direct and challenging. You don't argue for argument's sake but neither do you give in without a fight. You need people around you but are not dependent upon their approval.

# Energy

4



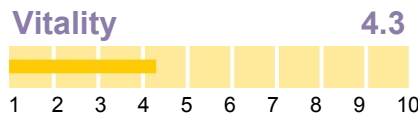
As the name suggests, high scores are energetic, alert, active and enthusiastic. They are gregarious, competitive, fun loving and sociable. They are optimistic and excited about new ventures. Too much Energy can lead to over-commitment. Low scores are quieter, more reserved and private. They keep to themselves, can seem shy and take some time to get to know but make very good long term friends. They don't like social events and can seem distant, cool and aloof to colleagues who want them to join in more. Energy scores can be broken down as follows:

## 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

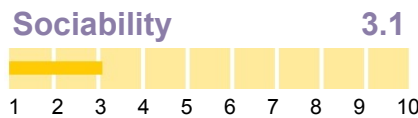


**Strengths include**  
 enthusiastic about new ideas  
 willing to start things going  
 obviously excitable

**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

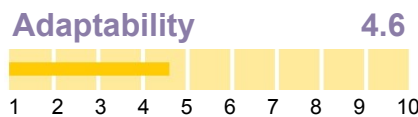


**Strengths include**  
 can make people feel involved  
 willing to be part of a family  
 makes contacts and friends easily

**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



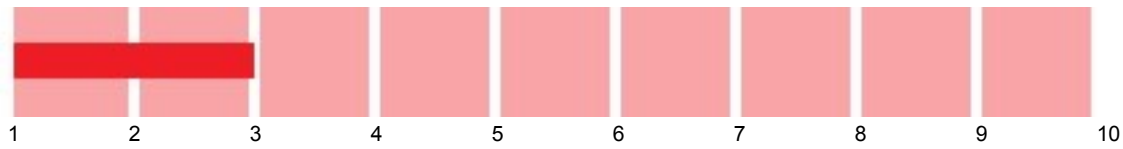
**Strengths include**  
 discusses broadly before acting  
 able to adapt to changing evidence  
 involves others in decision process

**May be seen as**  
 unable to decide independently  
 too quick to change views  
 lack of depth of understanding

**Comments:** People will see you as private and reserved, taking time to get to know and best when you are with people you have known for some time. You may seem slow to make friends but you will work well in a team when you have had time to settle in. You need your privacy.

# Affection

3



People who score strongly on this dimension are genuinely positive about other people. They are typically warm and supportive, responsive to others' needs, sympathetic and understanding. They are open-minded and receptive to new ideas. They tend to be selfless and are prepared to sacrifice their own interests for others. They are loyal and trusting, but may be taken advantage of by more cynical people. Low scores are more pragmatic and business-like. They are quick to seize opportunities and take advantage. They take decisions quickly and don't get confused by alternatives. Some people will see them as cynical and unsympathetic. Affection scores can be broken down as follows:

## Low Scores

## High Scores

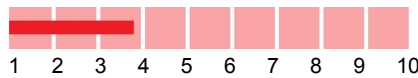
### Strengths include

- 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



### 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

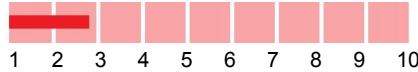
### Strengths include

- 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



### 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



### Strengths include

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

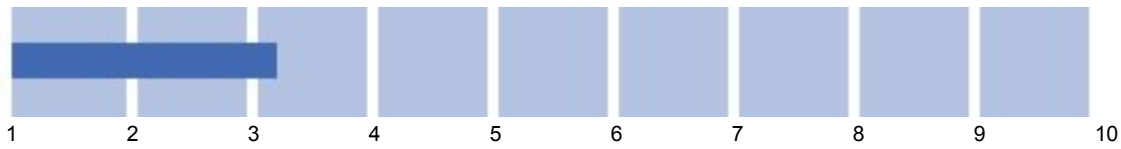
### May be seen as

- naive and easily conned
- idealistic
- overly trusting

**Comments:** You have a cautious style with people, being wary of their motives and uncertain how much to trust them. People need to prove themselves to you and until they do you can prove quite tough and critical.

# Control

3.2



The keynote here is self-control, constructive self-criticism and conservatism. Highly controlled people like order, structure, planning and prefer to think ahead. Duty and responsibility are cornerstones of Control and such people will become frustrated and disillusioned if others don't share their views about right and wrong behaviour. They are conscientious, loyal and ethical and can be relied upon to apply themselves consistently to their duties. Low scores are more easy going and laid back. They tend to live for the moment and take things as they come. They are uncritical and liberal in their views. They can seem to be casual, unplanned and even unreliable. Control scores can be broken down as follows:

## 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

### Discipline



### 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

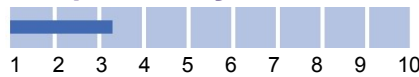
### Strengths include

- adapt quickly to different situations
- interpret guidelines flexibly
- challenge the status quo

### May be seen as

- irresponsible
- flighty
- rebellious

### Responsibility



### Strengths include

- strong sense of responsibility
- strict personal code of conduct
- work to high standards at all times

### May be seen as

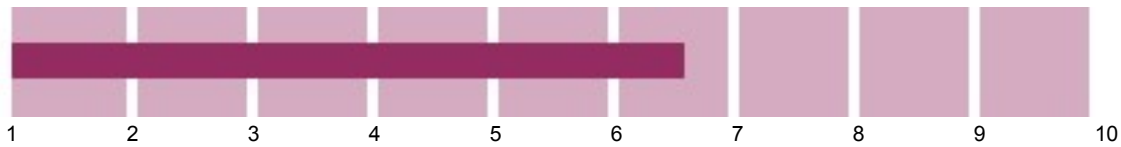
- inflexible in their beliefs
- authoritarian
- conventional

**Comments:** 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.



# Emotionality

6.6



At higher levels the person is more volatile and unpredictable, emotional and easily upset. They worry more and can lack confidence in themselves. They need more support and encouragement. However they can be exciting and charismatic. In general we start to see more of the negative attributes of other factors going through into every day life. In general, the higher the Emotionality score is the less predictable and consistent is the picture revealed by the other four factors. Unemotional people are stable and predictable. They don't get flustered or panicked, and take things as they come. Some people may see them as unexciting. At low levels of Emotionality, 'what you see is what you get'. Emotionality scores can be broken down as follows:

## 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

4.6



**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

8.5



**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

**Comments:** Although you tend to appear positive to outsiders, people who know you well are likely to see a more cautious or even pessimistic side. This will be more apparent under stress or pressure.

# Family Portrait

## What are Facet Families

Facet5 shows a person's profile using a chart where each scale is divided into 10 points. This particular type of scale is called a 'sten' scale that stands for 'Standard Ten'. In this type of scale extreme scores (high or low) are more significant in making up a person's type than more moderate scores. All combinations of scores are possible on a Facet5 profile. Sten scores which are more than 1 score apart would normally result in noticeable differences in behaviour. On this basis there are 1,000,000 possible combinations of scores that would give noticeably different profiles. For convenience we have divided up this huge number of possible patterns into a limited number of 'families' of similar profiles. So a Facet5 Family is a group of Facet5 profiles that are broadly similar in appearance.

## How are they calculated?

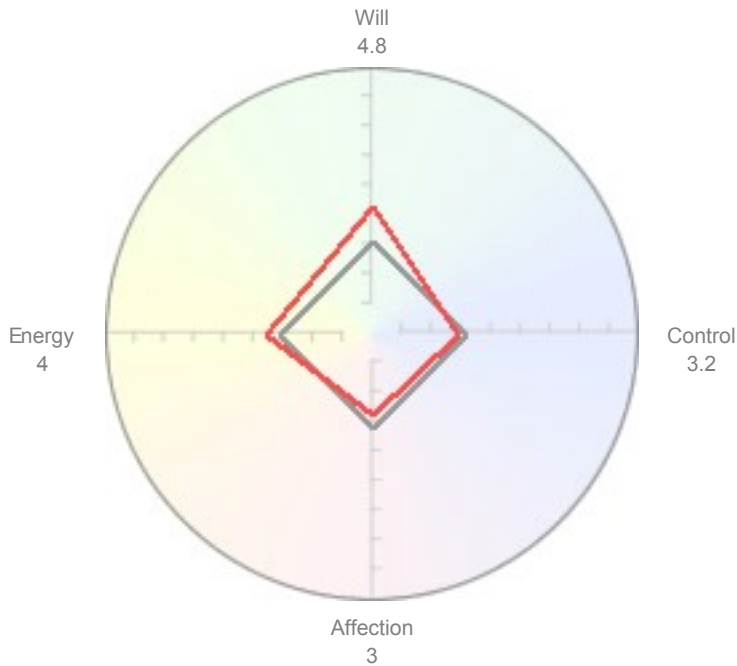
To calculate Facet5 Families we have divided each of the 4 scales into high and low scores (we exclude Emotionality from this group). This reduces the number of possible combinations to 16 but only by forcing all scores to be declared either 'high' or 'low'. This is unfortunate for those people whose scores are more moderate and who may genuinely be classified as 'average' on a particular scale. Facet5 allows for this by introducing a 17th profile that is a combination of moderate scores on all scales.

Facet5 also differs from some other models in the way it decides to which family a profile belongs. Whereas some processes use a "decision tree" approach to determine the classification, Facet uses a more sophisticated "distance" model. Your profile is compared to 17 reference profiles and a statistic is calculated for each comparison. The statistic (Euclidean  $D^2$ ) is a measure of how similar your profile is to the 17 reference profiles.  $D^2$  has a minimum score of 0 (where you are a perfect match for the reference family) to 324 where you are as far away as possible from the reference family. These 17 statistics are then compared to each other and the lowest one chosen as the one to which you are closest. A  $D^2$  of between 3 and 4 indicates a close fit. Facet5 will then assign you to that "Family". The report shows your profile and the "reference" profile so you can see immediately how close the fit is. Note that occasionally a profile may be close to more than one family. In this case it is possible to see the alternative families for comparison.

Each family is given a specific 'Family Name' which characterises it. Your Family portrait is shown on the following page. You will see two profiles on the chart. The first is your own profile as you saw it previously.

Second you will see a faint 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 is designed to give a quick overview under a limited number of key headings. It gives a broad summary, describes the type of contribution you would make to a team, your strengths as a leader and what you manager needs to do to help you be effective. Finally there is a brief summary of the types of roles you are likely to be motivated by. Each of these areas is expanded upon in other Facet reports.

# Family Portrait



**Reference Family:**

- **Specialist**

**Word Picture**

- 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

**As a leader**

- Shows deep understanding of own specialist area
- Only challenges when own area is questioned
- Does not place high demands on other people
- Prefers people to work to their own agenda
- Only gets involved when absolutely necessary
- Provides feedback in a very impersonal, rather cool, way
- Expects people to develop own careers

**Motivated by**

- Pursuing own interests
- Freedom from interference

**Contribution to a team**

- Provides background material for others
- Will not deflect the attention of the group
- Works conscientiously on own projects
- Respects a team but doesn't dominate it
- May not participate actively in the group
- Preserves own territory by withdrawing into it

**To manage**

- Be sure of your facts and outline research or case histories
- Create opportunities to show expertise and develop specific interests
- Relate in a professional manner and on a 1:1 basis
- Agree end goals but allow freedom as to method and procedure
- Monitor progress by displaying a genuine interest
- Acknowledge expert knowledge and ability to put this to practical effect

# Searchlight Review of competence

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:

## 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.

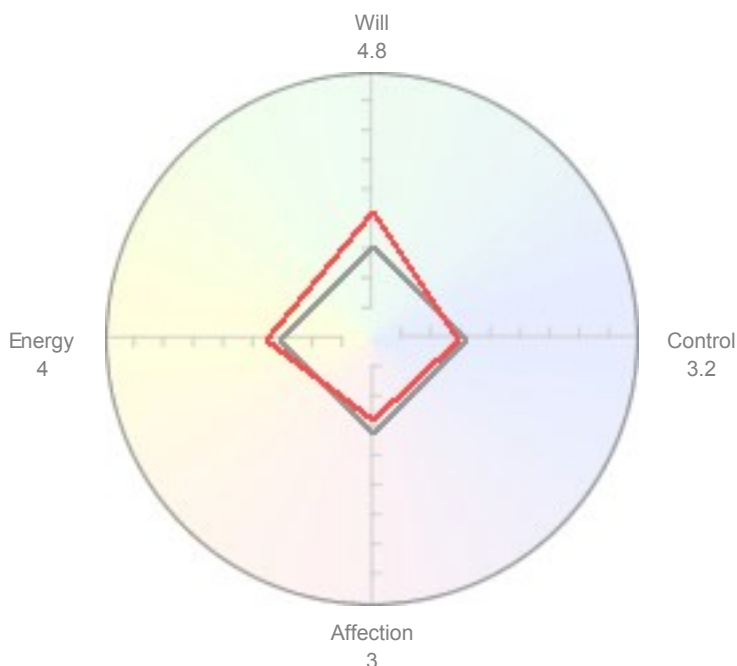
It is a question of being self-starting, rather than passive and maintaining a high level of effort, even when faced with obstacles or disagreeable tasks. Somebody with this competence would be persistent, hardworking, pro-active, enthusiastic, and goal-oriented. Whilst some people respond to set goals,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

# Searchlight Review of competence



- Sally is quiet and thoughtful. Enjoying in-depth intellectual pursuits and valuing independence and autonomy. Careful, reflective and a likely source of expert knowledge.

## Leadership

*You should expect:*

- provide high calibre intellectual in-put
- will gain respect as an expert
- prefer to be involved in practical tasks
- does not seek authority over others

*You should watch for:*

- can seem distant and aloof
- leaves people alone unless they ask

## Interpersonal

*You should expect:*

- valued for quality of work and intellect
- seen as strong technical resource
- builds close links with a few people
- does not impose on others

*You should watch for:*

- takes a long time to fit into a team
- not easy to approach

## Initiative and Effort

*You should expect:*

- provides high quality research
- organises own work competently
- responds well to given tasks
- works intensely on own projects

*You should watch for:*

- protective of own territory
- unwilling to initiate new activities

## Communication

*You should expect:*

- prefers private discussion
- speaks up only when sure of ideas
- ideas are based upon deep research
- prefers research to open debate

*You should watch for:*

- unresponsive to others' excitement
- slow to contribute outside own area

## Analysis and Decision Making

*You should expect:*

- makes decisions after researching carefully
- reviews alternative suggestions
- prepared to be radical
- doesn't rush to a conclusion

*You should watch for:*

- slow to formalise and then present decisions
- reluctant to promote own ideas

## Planning and Organising

*You should expect:*

- capable of working steadily on a task
- meets deadlines
- manages own workload well
- applies specialist skills

*You should watch for:*

- tactical rather than strategic view
- hard to distract from own projects

# Leading Edge Guide to leading

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:

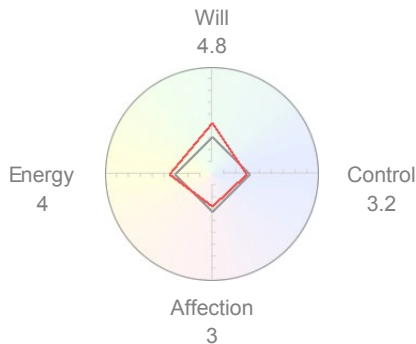
- What are we expecting?
- How are we doing?

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.

# Leading Edge Guide to leading



## Creating a Vision

- Present a clear, well reasoned case for your vision
- Be sure of your facts and give supporting evidence in the form of research or case histories
- Appeal to Sally's knowledge of the topic and seek input
- Emphasise any potential benefit it holds either for Sally or Sally's area of special interest
- Prepare yourself for a polite hearing but do not be surprised to find Sally expressing little commitment or interest if it does not directly relate to Sally's area of interest

## Stimulating the Environment

- Respect Sally's strong need for autonomy and independence
- Status is far less important than intellectual or technical challenge
- Create opportunities for Sally to use Sally's expertise and develop Sally's specific interests
- Offer a working environment that tolerates 'loners' and trusts people to give of their best without too much interference and red tape
- A culture where expertise is valued and where there is no pressure to develop widely if you don't want to

## Treating People as Individuals

- Respect Sally's privacy and independence
- Accept that Sally can be difficult to get to know or to 'draw out'- take time
- Relate in a professional manner and on a 1:1 basis, where Sally's ability to discuss and debate will come more to the fore
- Do not mistake Sally's reserve as indicating a lack of confidence or personal goals
- Recognise Sally's preference to limit contribution to specific clearly defined areas

## Goal Setting

- Agree specific end goals and time-scales
- Allow Sally freedom to fill in the details of method and procedure
- Recognise that Sally will resist objectives that are of not obviously of direct relevance to own job or role
- Objectives to do with 'people' issues rather than 'tasks' may require some careful explanation and negotiation
- Appeal to Sally's relatively passive natures but do not underestimate the need for independence

## Monitoring Performance

- Direct and close management will frustrate and annoy Sally
- Trust the commitment and sense of purpose that Sally will inevitably have for a project that is intrinsically interesting
- Monitor progress by displaying a genuine interest in Sally's activities - allow time for explanation
- Offer support and assistance with difficulties they may encounter - use your position and influence to smooth Sally's path through the 'politics' of the organisation

## Providing Feedback

- Quietly acknowledge Sally's professional contribution, expert knowledge and ability to put this to good practical effect
- Recognise Sally's dislike of confrontation and conflict and avoid aggressive or direct criticism
- When rarely required, negative feedback should be factual - state your case, invite Sally's comments and listen to the response
- Issues that may require attention will usually concern Sally's fiercely independent streak, and a reluctance to readily compromise

## Developing Careers

- Listen to Sally's own views of how a career might develop
- Respect Sally's reluctance to enter into roles outside of specific areas of expertise
- Assist Sally in efforts to progress by helping to understand the politics and rules that exist within the organisation
- Encourage Sally in efforts to address personal shortfalls- accepting that this may not prove to be a primary goal on Sally's own personal agenda

# Overview of Work Preferences

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.

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

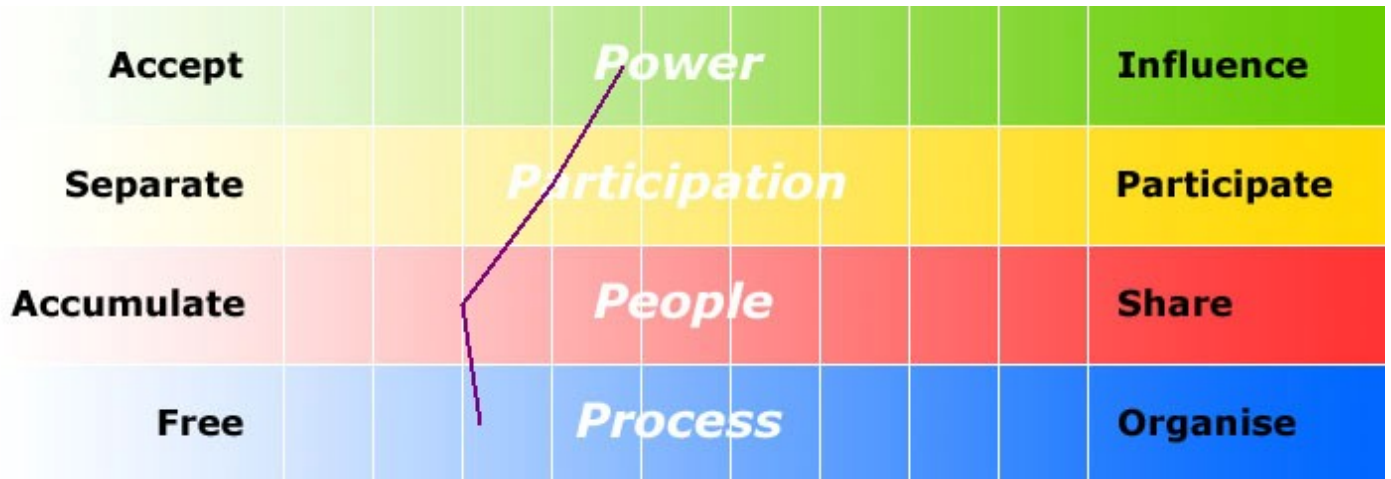
Where this is strong people need to feel they are contributing to the world at large and are helping to produce a "better" society. They need to feel that the work they do is of value to others and has some intrinsic "meaning". They ask not what their share is but how much they can share. Where the need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



# Overview of Work Preferences



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

- Pursuing own interests
- Freedom from interference

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

- An opportunity to specialise
- Having freedom to develop my own ideas
- Being my own master
- Working with people who do not require supervision
- A chance to shine
- Working with complex technical problems and issues
- Working within an informal organisational structure
- Being materially rewarded for my own achievements

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

- Having to sell myself
- Leadership or supervision
- Getting involved in people issues and development
- Working closely within a team
- Being asked to think on my feet
- Feeling rushed to come up with quick results
- Change
- Tight management control