

# Facet5

## Personal Profile Sample Profile

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Date 2025-04-01

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Company IPM

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Project

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forthright **non-judgemental** collaborative enthusiastic  
astute **reserved creative vigilant perceptive** critical  
pragmatic **goal-focused** independent



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.

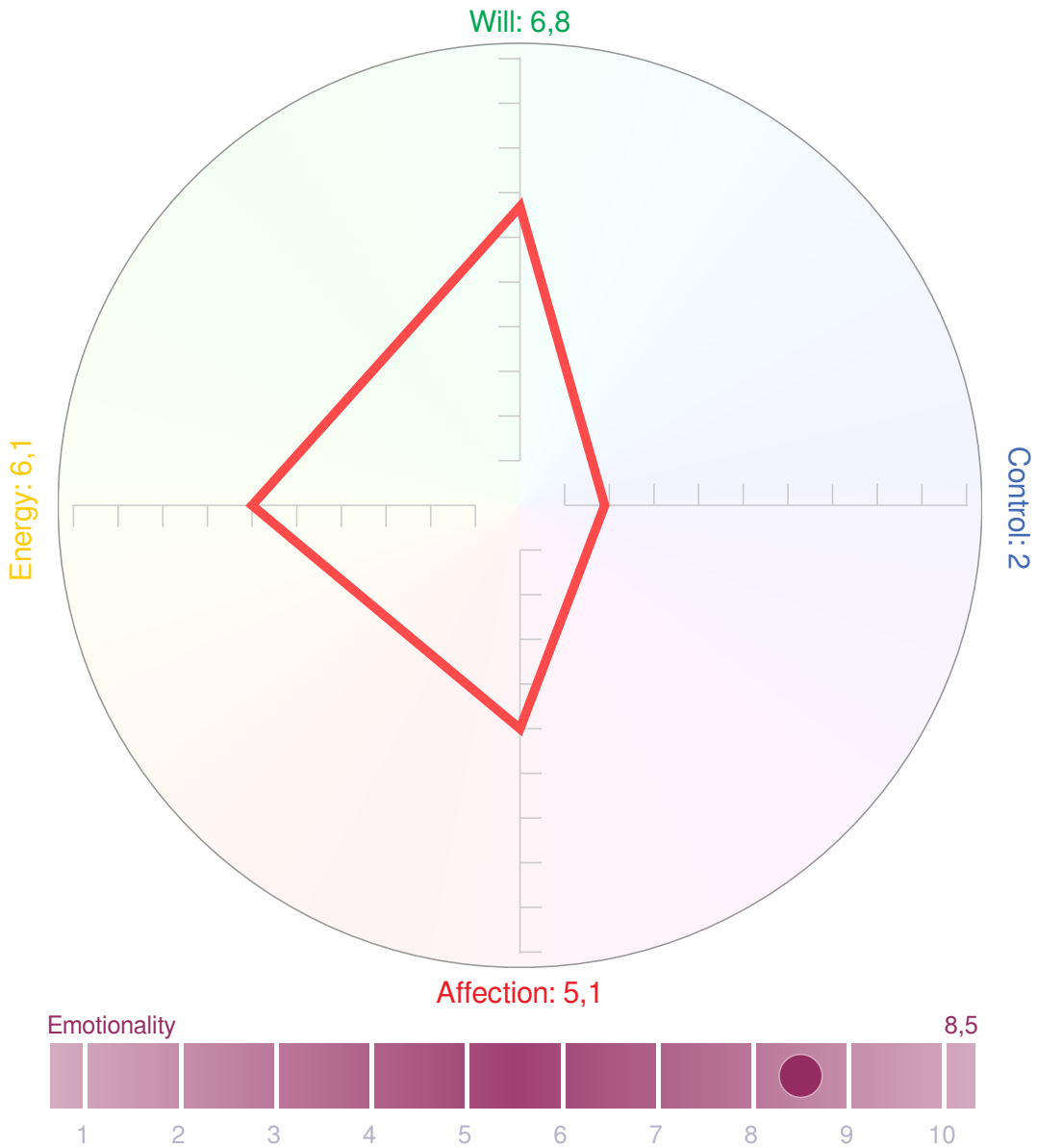
The factors measured by Facet5 are:

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

This profile shows your scores on the Facet factors. Each score ranges from 1 to 10 and the average is 5.5. It is not important whether the score is high or low but how far it deviates from the mean score. Scores which are above 7.5 or below 3.5 are considered "extreme" scores. The scores are distributed "normally" and relate to a specific "norm group". The scores obtained allow you to compare one person to another.



**Norms used: Global 2022**

Sample includes 260220 people from a variety of countries. 58% were male and 42% were female. Questionnaire languages were mixed. 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

## High Scores

### Benefits

Flexible  
Adaptable  
Accommodating  
Agreeable

### Risks

Unassertive  
Submissive  
Indecisive  
Timid



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.

### Benefits

Determined  
Assertive  
Decisive  
Independent

### Risks

Domineering  
Stubborn  
Argumentative  
Opinionated

## 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 7,3



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 6,1



You rise to a challenge and will defend and argue a point. You know your own mind

You may be seen as engaging in unnecessary or lengthy arguments. Unwilling to listen

### 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 6,9



You are independent and can act alone when needed. You do not need others' support

You may be seen as going your own way and being slow to consult others

### Strengths include

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

### May be seen as

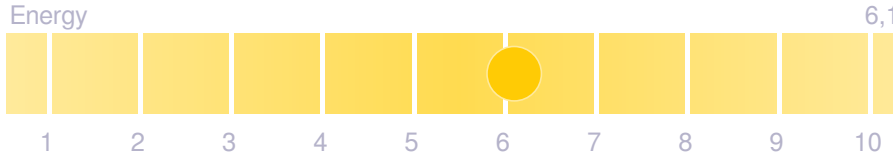
isolated and inflexible  
unwilling to bend and adapt  
only in a team if they are the leader

## Low Scores

## High Scores

**Benefits**  
 Quiet  
 Confidential  
 Reserved  
 Undemonstrative

**Risks**  
 Aloof  
 Indifferent  
 Cool  
 Unsociable



Your main approach is to talk to others, to involve them in your thinking and to try to come to a team decision. You are reasonably outgoing although not really the life and soul of a party - more at home with people you know.

**Benefits**  
 Energetic  
 Enthusiastic  
 Sociable  
 Friendly

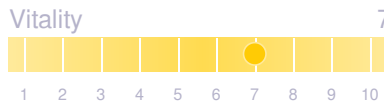
**Risks**  
 Distractible  
 Disruptive  
 Interfering  
 Exhibitionist

## 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



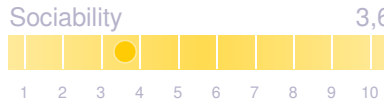
You are attentive and alert to what is happening around you. You enjoy change and variety  
 You may be seen as easily distracted and carried away by new ideas and the enthusiasm of others

**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



You are comfortable working alone and don't need constant contact  
 You may be seen as distant, unsociable and difficult to get to know

**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



You consult broadly, using other's input to inform your thinking and decision making  
 You may be seen as over talking things rather than taking action. Being too chatty and garrulous

**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

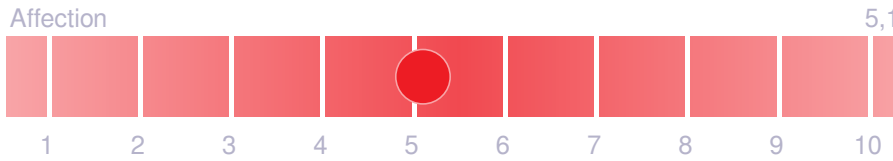
## High Scores

### Benefits

Pragmatic  
Astute  
Businesslike  
Shrewd

### Risks

Self-Centred  
Cynical  
Hard-nosed  
Aggressive



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.

### Benefits

Caring  
Helpful  
Kind  
Trusting

### Risks

Naive  
Innocent  
Soft  
Gullible

## Low Scores

## High Scores

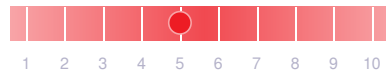
### Strengths include

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 are business focussed and yet still able to keep people on side

You may be seen as unable to maintain your approach if faced with consistent extremes of view

### 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

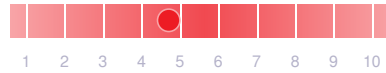
### Strengths include

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 expect people to get on with their work and to deliver with the minimum of support

You may be seen as expecting too much from others. Underestimating the support they need

### 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

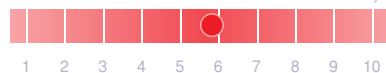
### Strengths include

recognises those taking advantage  
rarely taken advantage themselves  
protects the organisation in deals

### May be seen as

suspicious  
cynical  
distrusting

### Trust



You give people the benefit of the doubt and let them earn your trust

You may be seen as letting other people's opinions influence your judgment

### 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



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.

### Benefits

Planned  
Reliable  
Conscientious  
Responsible

### Risks

Authoritarian  
Inhibited  
Intolerant  
Rigid

## 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



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

### Responsibility



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



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

### 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 are vigilant and alert to dangers.  
You are aware of situations around you

You may be seen as overreacting to  
situations and overly cautious

### Strengths include

focuses more as events get close  
sensitive to changes around them  
seeks to change themselves

### May be seen as

anxious  
self critical  
nervous

### Strengths include

confident of their own skills  
forward thinking and positive  
consistent from day to day

### May be seen as

overconfident  
failing to see difficulties ahead  
unemotional

### Apprehension



You have a strong sense of urgency and  
are vigilant and alert

You may be seen as always expecting  
the worst. Seeming negative and unsure

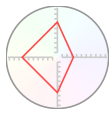
### Strengths include

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

### May be seen as

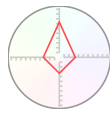
negative and overly cautious  
pessimistic  
uncertain and moody

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.



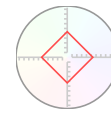
**Advocate**

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



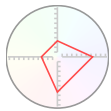
**Architect**

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



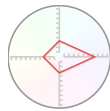
**Chameleon**

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



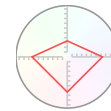
**Coach**

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



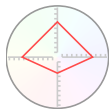
**Controller**

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



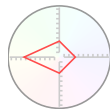
**Developer**

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



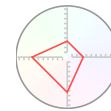
**Entrepreneur**

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



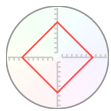
**Explorer**

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



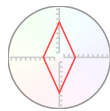
**Facilitator**

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



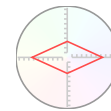
**Generalist**

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



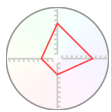
**Idealist**

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



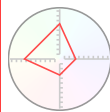
**Presenter**

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



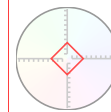
**Producer**

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



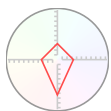
**Promoter**

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



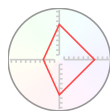
**Specialist**

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



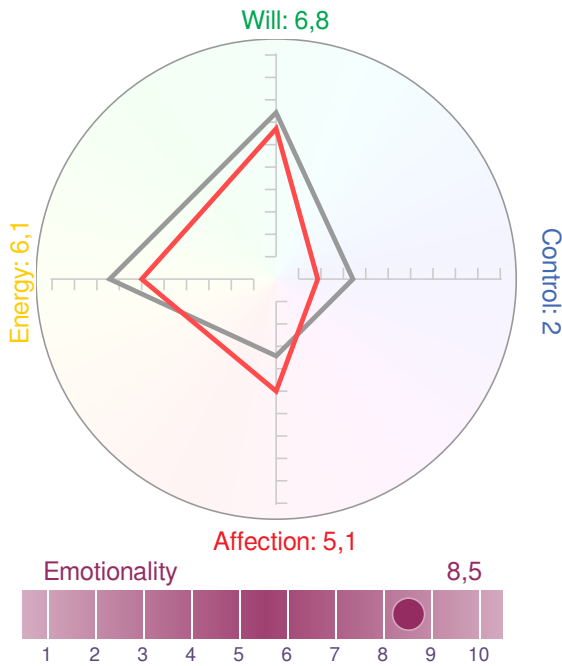
**Supporter**

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



## Impact of emotionality

High Emotionality will increase Sample's perceived innovative qualities. Sample will be very active and proactive.

## As Leader

- Expresses a vision with enthusiasm and conviction
- Challenges and debates issues
- Lets people look after themselves - rewards initiative
- Sets goals and focusses people
- Insists results are achieved but looks at 'big-picture'
- Provides immediate direct feedback
- Champions 'winners'

## Motivated by

- Leadership of a team
- A high public profile
- Persuading and influencing others
- Promoting new ideas
- Developing opportunities
- Public recognition and praise

## Reference Family: Promoter

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

- 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

## Contribution to a team

- Provides and maintains input and momentum
- Quickly adapts to changing circumstances
- Encourages others to take a positive line
- Takes on a leadership role with verve
- Can over-rule others thoughtlessly
- Interferes in the responsibilities of others

## To Manage

- Appeal to sense of adventure and challenge
- Keep well occupied - offer variety
- Meet to share ideas, problems and successes
- Set broad goals but leave details
- Close monitoring will be resented
- Congratulate directly and publicly for achievements
- Feed ambition with realistic options for the future

**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.

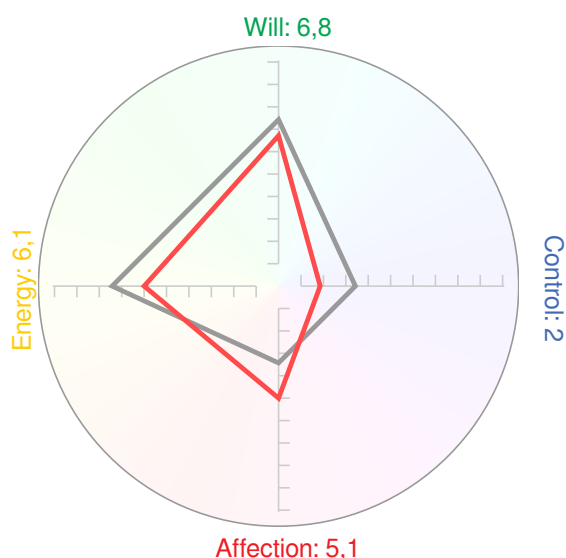
It is a question of being self-starting, rather than passive and maintaining a high level of effort, even when faced with obstacles or disagreeable tasks. Somebody with this competence would be persistent, hardworking, pro-active, enthusiastic, and goal-oriented. Whilst some people respond to set goals,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



**You will always know when Sample is in a room. The determination and energy combined with creativity and innovation makes Sample a influential contributor within an organisation.**

## Leadership

*You should expect:*

- ability to communicate
- gives people a chance
- projects a clear vision
- excites and motivates

*You should watch for:*

- can be overbearing and aggressive
- failing to provide guidance to others

## Interpersonal

*You should expect:*

- sociable and approachable
- active at all levels of the organisation
- encourages others to join in
- brings people together socially

*You should watch for:*

- personality clashes with colleagues
- using people who are useful or important

## Initiative and Effort

*You should expect:*

- takes charge of a situation
- energetic in the pursuit of goals
- prepared to face challenges to succeed
- works hard for a chance to win

*You should watch for:*

- unable to work alone
- can be a rebel

## Communication

*You should expect:*

- speaks confidently - motivates others
- will encourage others to contribute
- presents ideas with verve
- very comfortable face to face

*You should watch for:*

- insensitive to others' feelings
- to be pushing a personal agenda

## Analysis and Decision Making

*You should expect:*

- a confident decision-maker
- willing to take full responsibility
- radical and challenging
- challenges and forces people to think

*You should watch for:*

- can be hasty - too quick to judge
- guilty of not researching fully

## Planning and Organising

*You should expect:*

- sheer energy will carry a long way
- sense of purpose helps to provide focus
- monitors actions which affect own plans
- makes good use of resources available

*You should watch for:*

- easily bored
- careless with detail

**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?

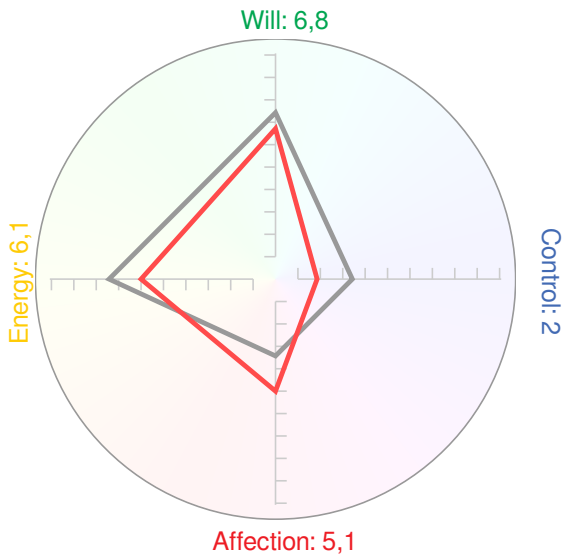
- How are we doing?

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

- Appeal to Sample's sense of purpose, adventure and challenge
- Paint a positive and broad picture
- Ask Sample to explain ideas
- Sample's level of enthusiasm may be linked to self-interest - emphasise the match between what is on offer and Sample's own view of what constitutes success and progress
- Sell Sample the personal benefits and emphasise the importance of continued input and support

## Stimulating the Environment

- Sample enjoys high profile positions of authority and responsibility
- Sample likes to think 'big' and to have power and influence over people and decisions
- Let Sample know that you rely on the ability to promote a strategy or policy, energise like-minded others into action and generate support and commitment
- Keep Sample well occupied and offer plenty of variety - can become easily bored by routine and detail

## Treating People as Individuals

- Sample requires a great deal of autonomy and freedom to act.
- Sample needs to talk and be kept up to date with information - both official and 'the grapevine'
- Offer Sample a forum to meet informally with colleagues to share ideas, problems and results

- Sample will respond to a lively, informal and friendly working environment and enjoy the banter and camaraderie of group membership

## Goal Setting

- Respect Sample's need for freedom and autonomy but be aware of a tendency to be impulsive
- Work together to set goals but leave Sample to decide upon how best to achieve them
- Sample can be relied upon to be blunt and direct and to focus on results that are noticed and count as important
- If what you want is different, ensure Sample has a clear notion of what you want and, if necessary, indicate how failure to respond could damage Sample's prospects or standing

## Monitoring Performance

- Once objectives and timetables have been agreed allow Sample to get on with it - formal close monitoring will be resented
- Keep an 'arms length' watch and be aware of Sample's capacity to be insensitive, to pre-judge and push others too hard
- Sample's intentions are good but you need to make your support for activities clear
- Give Sample firm but friendly advice by outlining the problem and let Sample produce a solution

## Providing Feedback

- Congratulate Sample directly and publicly for results and achievements
- Praise Sample's enthusiasm and willingness to contribute
- Recognise Sample's resilience and ability to change tack and shift priorities according to need
- If you need to check Sample or remonstrate, do so immediately. Be sure of your facts, be clear and firm and prepare for an argument.
- Allow Sample to save face but not to avoid or pass on blame

## Developing Careers

- Feed Sample's drive and ambition with realistic options for the future within the organisation
- Recognise Sample's tendency to get restless, read the signs and create opportunities to expand on knowledge and experience gained
- Status and hierarchy are important but Sample also enjoys the challenge of developing new ideas and opportunities
- Help Sample to recognise shortfalls and create incentives to develop broad people management skills

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.

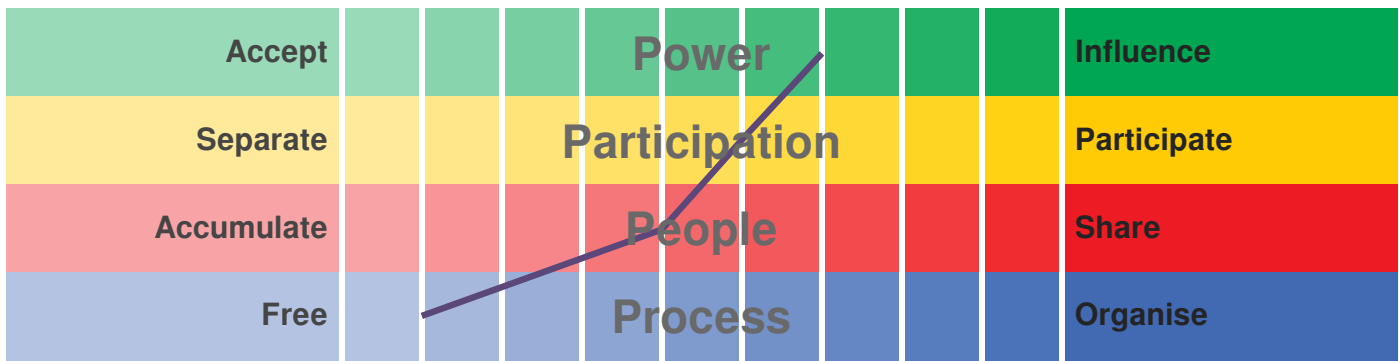
### People

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

- Working with optimistic, enthusiastic and results orientated people
- A high public profile
- Persuading and influencing others
- Promote new ideas
- Developing opportunities
- Public recognition and praise

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

- The opportunity to develop and promote new opportunities and ideas
- Leading a team to drive through and deliver on your ideas
- Feeling challenged by the work
- Work that is varied and challenging
- Being publicly recognised and rewarded for your efforts and results
- Working within a dynamic, informal environment
- Networking with people inside and outside the organisation
- Having the chance to be entrepreneurial

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

- Shared responsibilities and rewards
- Specialised projects requiring lengthy detailed work
- Working remotely or alone for long periods of time
- Knowing you will be performing the same tasks every day
- Tight management from above
- Being constrained by a rigid structure and hierarchy.
- Having to spend a lot of time on people issues
- Work that is too easy and unchallenging