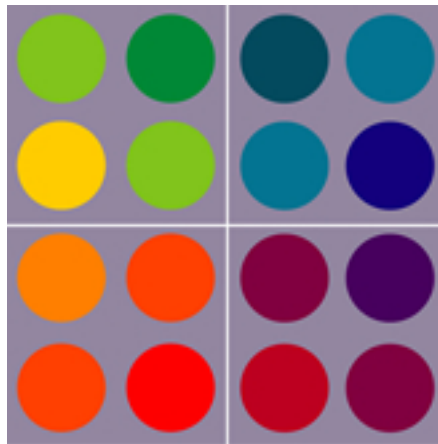


Facet Personal Profile

Sally Sample

Date of administration: 6.3.2006



t-three

Inspiring organisations
to succeed

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:

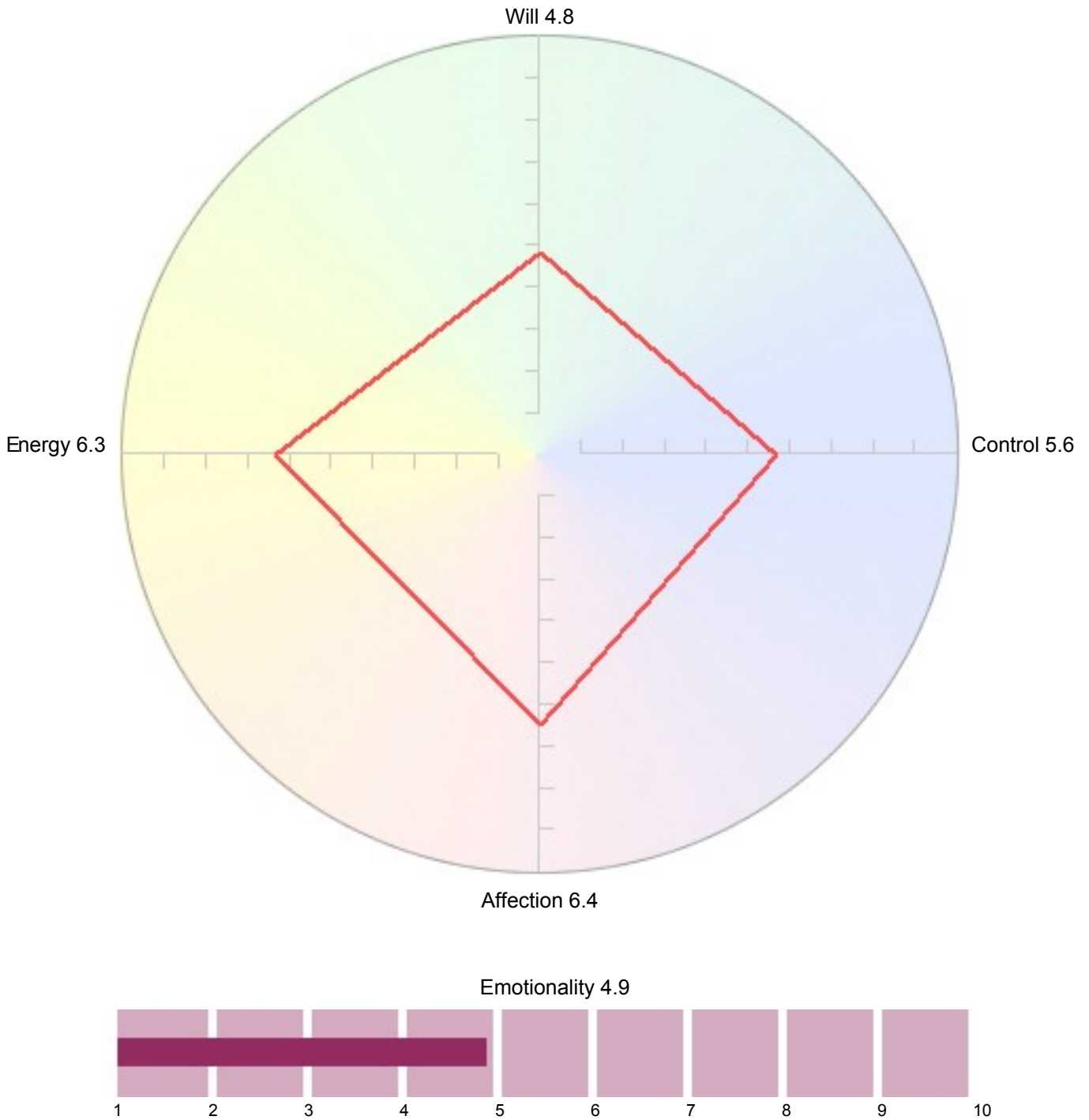
These sub-facets can be extracted separately to show what "flavour" of the main factor is present. For example Will is composed of three "facets", Determination, Confrontation and Independence. Typically, Will scores that are either very high or very low will be reasonably equally composed of each facet. 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.

● Will	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
● Energy	Vitality	Obvious enthusiasm and energy
	Sociability	Interest in being with people
	Adaptability	Involving other's in your thinking
● Affection	Altruism	Putting other people's interests first
	Support	Always trying to be understanding
	Trust	Tendency to take people at face value
● Control	Discipline	Being personally organised and planned
	Responsibility	Being willing to take personal responsibility
● Emotionality	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.



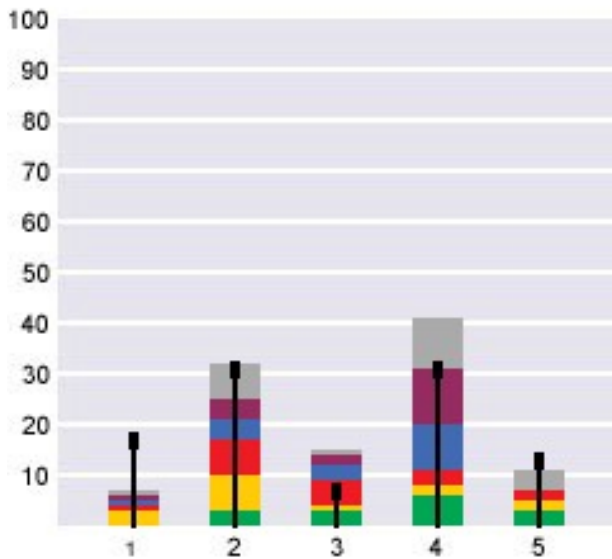
Norm Group used: English Speaking

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

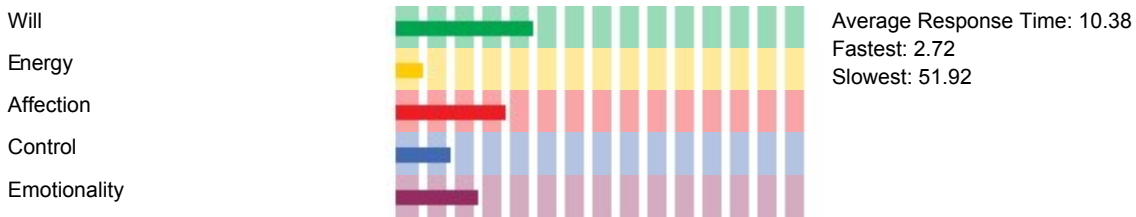
This chart shows the distribution of responses throughout the Facet questionnaire. The vertical bars show the expected pattern based on the responses to thousands of questionnaires completed in the past.



Factor	Response					Skip	Total
	1	2	3	4	5		
Will	0	3	3	6	3	0	15
Energy	3	7	1	2	2	0	15
Affection	1	7	5	3	2	0	18
Control	1	4	3	9	0	0	17
Emotionality	1	4	2	11	0	0	18
Not Used	1	7	1	10	4	0	23
Total	7	32	15	41	11	0	106

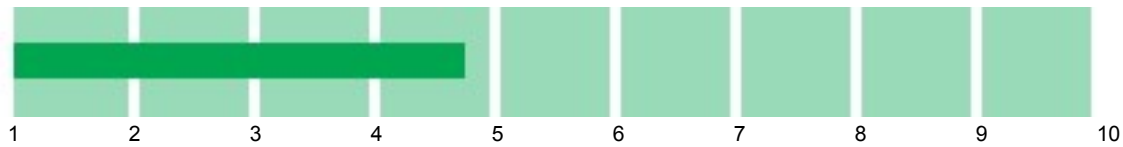
Response Latency

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

5.9



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

3.4



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

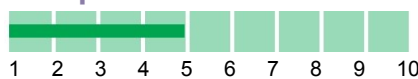
willing to consult and seek advice
needs a team and accepts direction
flexible and willing to fit in

May be seen as

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

Independence

4.9



Strengths include

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

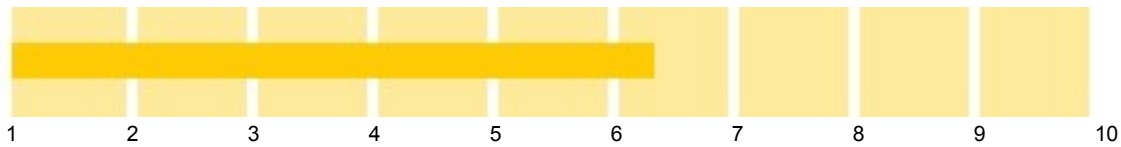
May be seen as

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

Comments: You have reasonably firm views and a clear sense of direction but you will go out of your way to avoid confrontation and argument. As a result you may appear to give in and capitulate on issues but in fact there is a quiet determination underneath which will come through more when you are allowed to work alone.

Energy

6.3



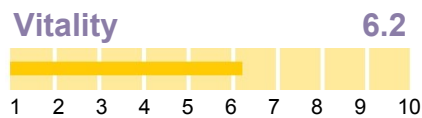
As the name suggests, high scores are energetic, alert, active and enthusiastic. They are gregarious, competitive, fun loving and sociable. They are optimistic and excited about new ventures. Too much Energy can lead to over-commitment. Low scores are quieter, more reserved and private. They keep to 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

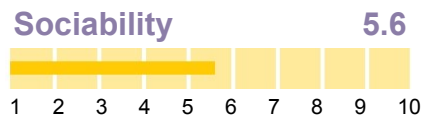


Strengths include
 enthusiastic about new ideas
 willing to start things going
 obviously excitable

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

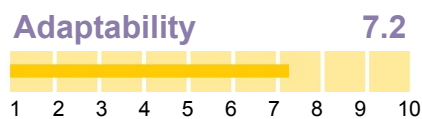


Strengths include
 can make people feel involved
 willing to be part of a family
 makes contacts and friends easily

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



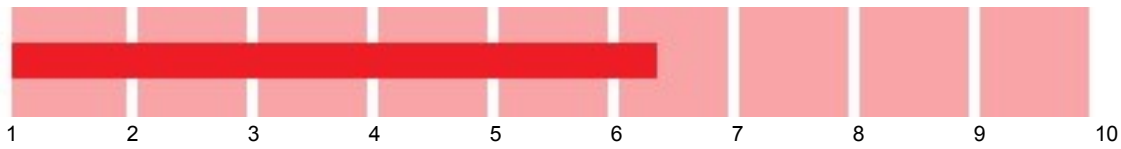
Strengths include
 discusses broadly before acting
 able to adapt to changing evidence
 involves others in decision process

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

Comments: Your main approach is to talk to others, 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.

Affection

6.4



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

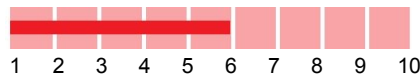
Strengths include

- 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

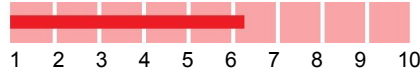
Strengths include

- 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

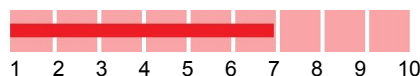
Strengths include

- 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

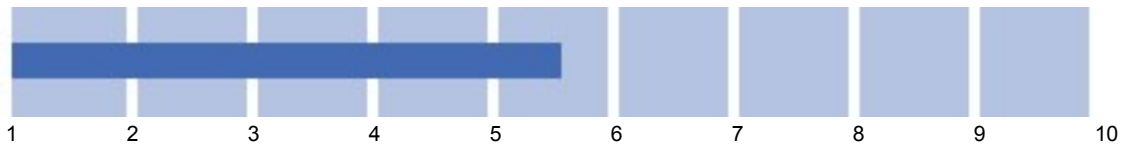
May be seen as

- naive and easily conned
- idealistic
- overly trusting

Comments: 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.

Control

5.6



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

Emotionality

4.9



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

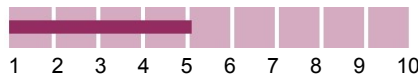
High Scores

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

5.1



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

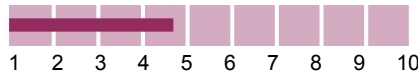
May be seen as
anxious
self critical
nervous

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

4.7



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

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?

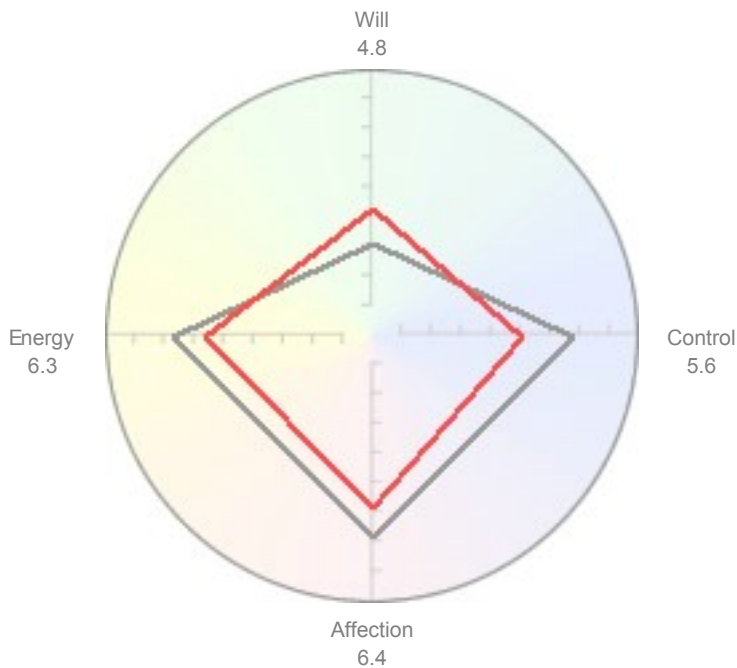
To calculate Facet5 Families we have divided each of the 4 scales into high and low scores (we exclude Emotionality from this group). This reduces the number of possible combinations to 16 but only by forcing all scores to be declared either 'high' or 'low'. This is unfortunate for those people whose 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: Developer

Word Picture

- 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

As a leader

- Communicates team objectives with enthusiasm
- Listens and encourages discussion
- Is understanding but sets high moral tone
- Implements goal setting process thoroughly
- Monitors performance carefully
- Provides measured and timely feedback
- Promotes own people even ahead of self

Motivated by

- Helping people to develop their talents
- Responsibility for people
- Developing a sense of identity and culture
- Maintaining morale in the team

Contribution to a team

- Enjoys team work and participates well
- Promotes good relations in the group
- Encourages others to perform well
- Demonstrates clear team spirit
- Becomes too involved in personal issues
- Can interfere even from the best motives

To manage

- Present logical case based on reliable information and data
- Offer responsibility for guiding and developing others
- Provide information and allow time to think things through before committing
- Help develop skills as a peacemaker and arbiter
- Set up reporting process but offer little direct supervision
- Show respect and value for team
- Give chance to manage and develop a team

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.

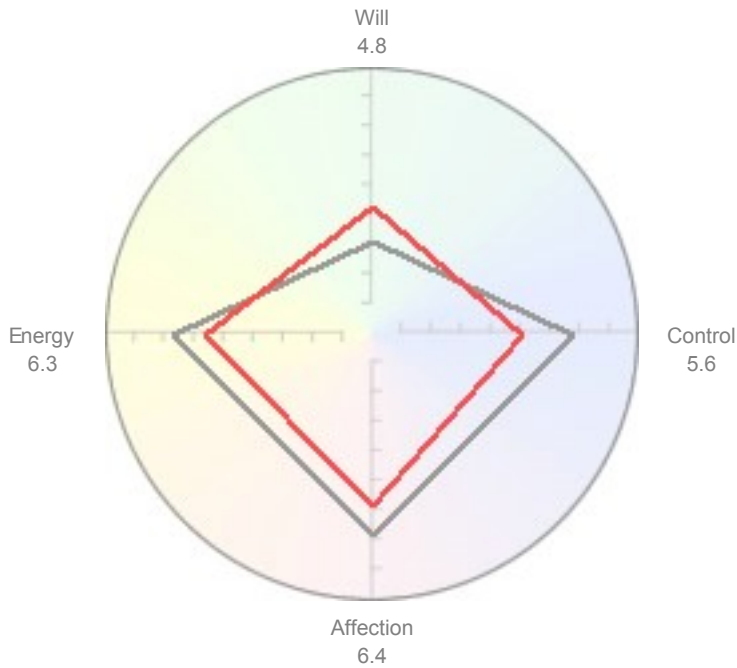
It is a question of being self-starting, rather than passive and maintaining a high level of effort, even when faced with obstacles or disagreeable tasks. Somebody with this competence would be persistent, hardworking, pro-active, enthusiastic, and goal-oriented. Whilst some people respond to set goals, 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 warm and sympathetic with a genuine interest in and desire to help others. Sally is a staunch defender of others and will defuse the tension in most teams.**

Leadership

You should expect:

- presents company vision with conviction
- helps to develop personal objectives
- supports and guides colleagues
- defends and protects staff

You should watch for:

- takes on too much personally
- can be over-protective

Interpersonal

You should expect:

- eager and genuine with people
- reaches out and encourages
- easy to approach
- sympathetic and understanding

You should watch for:

- better defender of others than self
- takes on too many issues

Initiative and Effort

You should expect:

- works hard to deliver agreed goals
- always tries to consider others needs
- enthusiastic and willing
- thinks carefully before committing

You should watch for:

- lets others take charge
- too dependent on a team

Communication

You should expect:

- value regular contact and discussion
- respects other's ideas - looks for consensus
- cheerful and positive in debate
- makes sure everyone is involved

You should watch for:

- can try too hard to help - seen as interfering
- can get too detailed

Analysis and Decision Making

You should expect:

- researches carefully - listens to all
- analyses options - prepares a case well
- looks for a group decision
- implements quickly once a decision is made

You should watch for:

- can overanalyse - too much data
- avoids final decision - presents alternatives

Planning and Organising

You should expect:

- installs processes and procedures carefully
- evaluates and allocates resources efficiently
- gets people to agree share of workload
- always puts in effort

You should watch for:

- be too absorbed in processes
- be slow to adopt radical ideas

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:

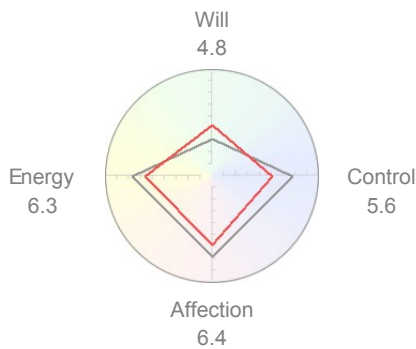
- What are we expecting?
- How are we doing?

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

- Respond to an open and accommodating manner
- Present a clear logical case for the vision based on reliable information and data
- Reinforce the potential it holds for stimulating peoples growth and development
- Emphasise how it fits with the corporate values and identity
- Describe how it will help to improve team spirit and promote cohesion
- Invite comments and suggest specific aspects that you would like Sally to go away and think about

Stimulating the Environment

- Offer Sally positions of responsibility where an ability to guide and develop others is of primary importance
- Capitalise on Sally's genuine interest in team work and collaborative projects
- Recognise Sally's preference not to make decision until they have all the information and can consider all the alternatives
- Respond to Sally's desire to work in a supportive environment where people are respected for 'who' as well as 'what' they are

Treating People as Individuals

- Appeal to Sally's desire to help and co-operate
- Do not underestimate the strength of Sally's convictions and values
- Recognise Sally's cautious, risk averse nature
- Be prepared to provide plenty of information and allow Sally time to think things through before committing
- Give Sally space to give an opinion without being challenged
- Appreciate that Sally's prime loyalty lies with Sally's group or team

Goal Setting

- Suggest and agree clear goals and objectives
- Link as many as possible to team morale and performance
- Allow Sally space to contribute ideas and suggestions
- Take account of Sally's tendency to over commit and to fail to leave room to manoeuvre
- Create objectives that help develop Sally's skills as a peacemaker and arbiter

Monitoring Performance

- Provide opportunities for Sally to report progress - Sally will require very little direct supervision
- Allow Sally to get on with the job with the reassurance of your support and approval
- Offer advice and assistance when required and be alert for signs of over-load
- Offer Sally help in prioritising if this will help
- Allow Sally time to adjust to any unforeseen change to plans and be sure to explain the rationale

Providing Feedback

- Praise Sally for loyalty, effort, commitment and team work
- Let Sally know that you respect and value what is being done by the team and the organisation
- On the very rare occasions that criticism is required, be sure to criticise the action and not the person
- Negative feedback will usually centre on Sally's tendency to be too conciliatory and to get too involved in personal issues

Developing Careers

- Create opportunities for Sally to manage and develop a team
- Sally's interest in the development of others suggests success as a trainers, coach or mentor
- Help Sally to recognise any personal gaps in development, and find a suitable mentor or manager who would serve as a guide and coach in those areas

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.

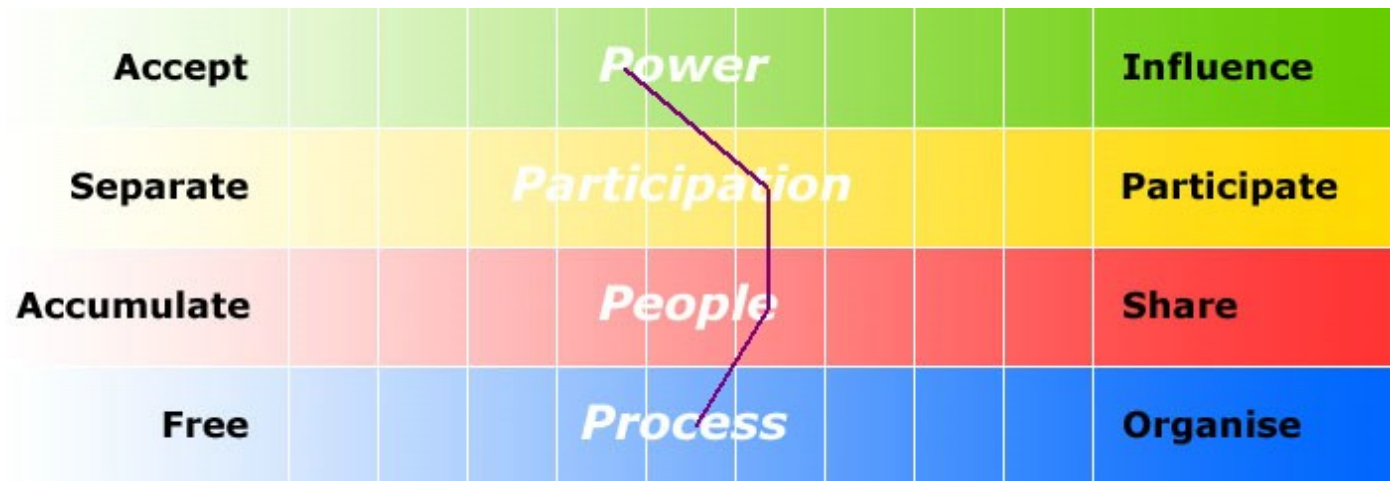
People

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

- Helping people to develop their talents
- Responsibility for people
- Developing a sense of identity and culture
- Maintaining morale in the team

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

- Working with people who don't need guidance
- Teamwork
- Meeting new people
- Having close relationships with colleagues
- A chance to be of value to society
- The opportunity to help and develop others
- Social status and respect
- A clearly structured workplace

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

- Being asked to make rapid unilateral decisions
- Leadership
- Working in a technical, specialist environment
- Working alone
- An aggressive environment
- A self-serving organisational culture
- Lack of guidance
- Lack of clearly defined working procedures