Facet5

Foundation Profile
Sample Profile

Date	24/12/2011
Company	Facet5 Ltd
Project	

flexible open-minded interested sociable realistic discerning people-oriented
composed democratic trusting optimistic
accommodating consensual

Facet5

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.
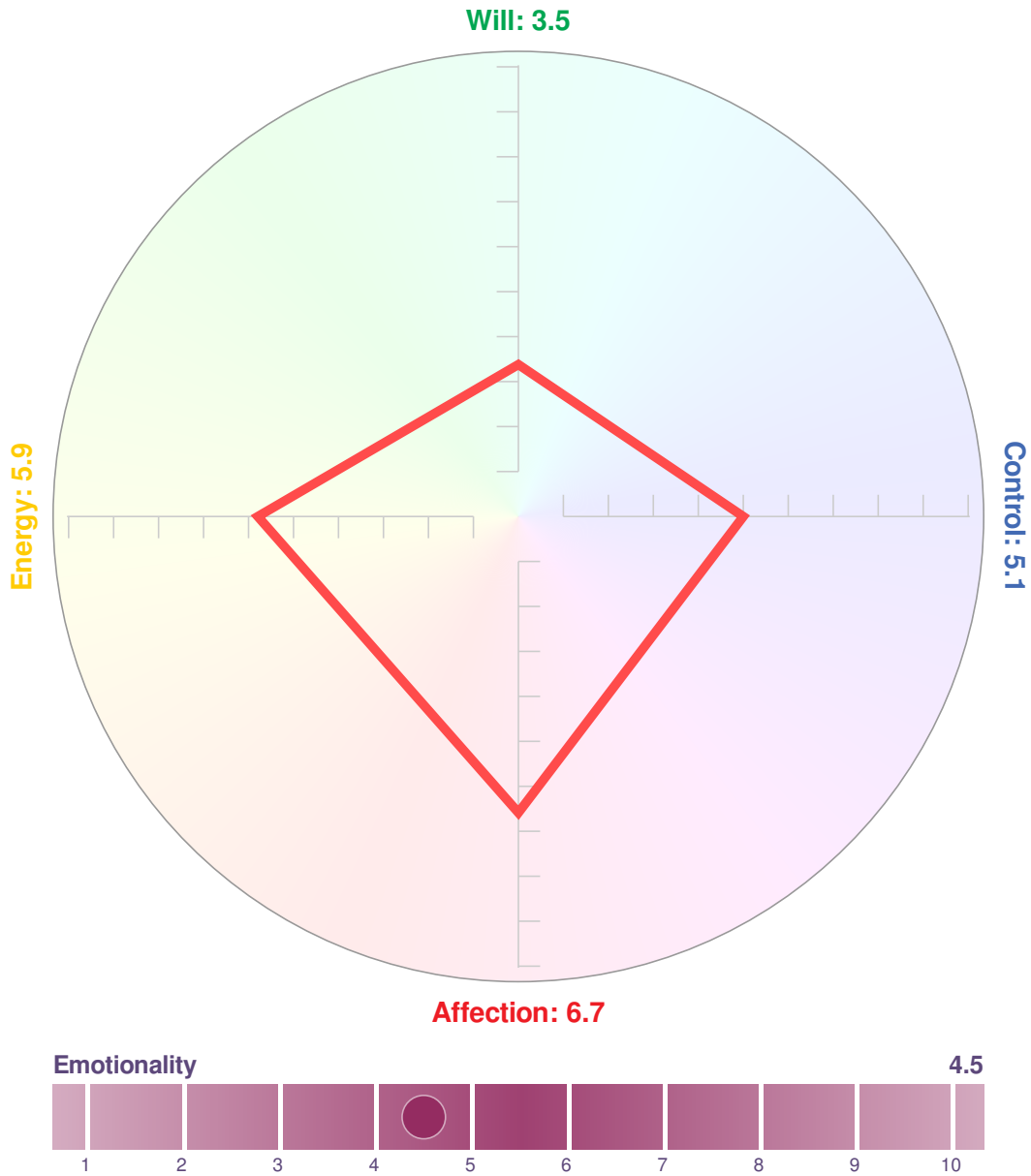
The factors measured by Facet5 are:

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

Scores: your score on each factor can range from 1 to 10. The average score is 5.5 and 68% fall between 3.5 and 7.5. When we calculate your score we compare you to a reference or Norm group. The Norm that you were compared to is shown at the bottom of your profile page.

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

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

Will: 3.5

Energy: 5.9

Control: 5.1

Affection: 6.7

Emotionality   **4.5**

1   2   3   4   5   6   7   8   9   10

Norms used: Global

A composite data set selected from Facet5 profiles completed globally. This is the recommended norm to be used as an itinerant norm until appropriate national norms are available. The data comes from 53 countries. Contributions from the UK, Australia and Brazil have been limited to 10000 cases to avoid over sampling.
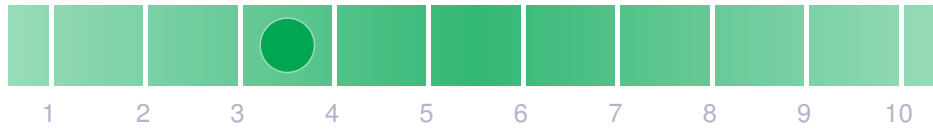
Low Scores

Benefits
Flexible
Adaptable
Accommodating
Agreeable

High Scores

Benefits
Determined
Assertive
Decisive
Independent

Will — 3.5

Risks
Unassertive
Submissive
Indecisive
Timid

Risks
Domineering
Stubborn
Argumentative
Opinionated

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.

Low Scores

High Scores

Determination — 4.2

Strengths include
decides carefully with all the data
listens and changes views quite easily
amenable to others - willing to fit in

May be seen as
unwilling to take quick decisions
easily swayed by alternative arguments
too willing to fit in with other people

You ... you can see the benefits of both points of view

You may be seen as ... giving in to strong arguments from others

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

Confrontation — 2.7

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

May be seen as
unwilling to face issues
too quick to give in to an argument
avoids issues, hoping they'll get better

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

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

Strengths include
can hold their own when challenged
effective in face to face argument
quick to react and confront issues

May be seen as
argumentative
overly aggressive and demanding
too quick to act and hard to hold back

Independence — 3.6

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

May be seen as
too dependent on other people
too flexible
too easily led by others

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

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

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

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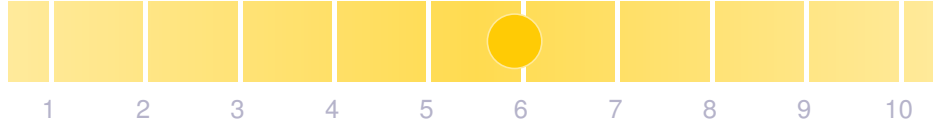only in a team if they are the leader

Low Scores
High Scores

Energy   5.9

Benefits (Low)
Quiet
Confidential
Reserved
Undemonstrative

Risks (Low)
Aloof
Indifferent
Cool
Unsociable

1 2 3 4 5 6 7 8 9 10

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

Benefits (High)
Energetic
Enthusiastic
Sociable
Friendly

Risks (High)
Distractible
Disruptive
Interfering
Exhibitionist

Low Scores
High Scores

Vitality   5.4

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

1 2 3 4 5 6 7 8 9 10

You ... will appreciate and respond to enthusiasm in others without getting carried away

You may be seen as ... unwilling to get involved in or excited by the ideas put forward by others

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

May be seen as
exhibitionist
frivolous
impulsive

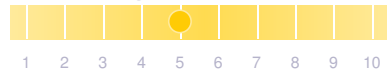### Sociability   5

Strengths include
do not need company to work
can keep family and work separate
can build long lasting relationships

May be seen as
unwilling to mix
uninvolved
makes people feel unwelcome

1 2 3 4 5 6 7 8 9 10

You ... are as sociable and as outgoing as the occasion requires. Has a private side

You may be seen as ... more sociable than you actually are. May surprise when you avoid a social event

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

Adaptability   7.2

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

1 2 3 4 5 6 7 8 9 10

You ... share important ideas with others and will modify your thoughts as a result

You may be seen as ... only consulting with other outspoken and likeminded people

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

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

Affection

6.7

Benefits
Caring
Helpful
Kind
Trusting

Risks
Self-Centred
Cynical
Hard-nosed
Aggressive

1 2 3 4 5 6 7 8 9 10

Risks
Naive
Innocent
Soft
Gullible

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.

Low Scores

High Scores

Strengths include
can detect an opportunity
can protect their own interests
can focus on immediate gains

Altruism

6.8

Strengths include
keen to try to help others
puts other people's needs first
do not take advantage

May be seen as
self serving
unwilling to help
manipulative

1 2 3 4 5 6 7 8 9 10

You ... are focused on the well being of others and do not take advantage

You may be seen as ... overcommitting, preferring to take on work yourself rather than delegate or impose on others

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

Support

6.5

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
unsympathetic
harsh in their judgment of others
critical and unwilling to forgive

1 2 3 4 5 6 7 8 9 10

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

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

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

Trust

6.8

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

May be seen as
suspicious
cynical
distrusting

1 2 3 4 5 6 7 8 9 10

You ... take people at face value and preserve relationships. You trust others

You may be seen as ... too trusting of the people you work closely with. Unquestioning and naive
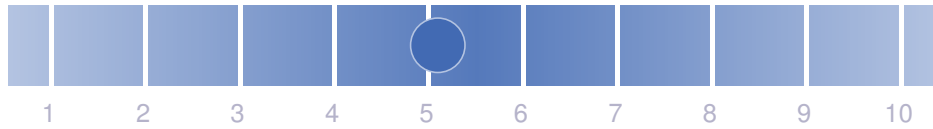
May be seen as
naive and easily conned
idealistic
overly trusting

Low Scores   High Scores

Benefits
Creative
Uninhibited
Free Thinking
Radical

Control   5.1

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Benefits
Planned
Reliable
Conscientious
Responsible

Risks
Irresponsible
Unreliable
Unfocussed
Unplanned

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.

Risks
Authoritarian
Inhibited
Intolerant
Rigid

Low Scores   High Scores

Strengths include
picks up new tasks quickly
flexible in their work practice
free thinking

Discipline   5.3

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Strengths include
measured and steady in work
always follows through to the finish
planned and well organised

May be seen as
easily bored
undisciplined
disorganised

You ... are practical in your approach and will follow rules and procedures when they are helpful

You may be seen as ... inconsistent in your use of procedures and attention to detail

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

Responsibility   4.9

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

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

May be seen as
irresponsible
flighty
rebellious

You ... You accept responsibility when offered but do not always need to take over a situation

You may be seen as ... reasonable in your expectations of others, but may seem unimaginative in your approach

May be seen as
inflexible in their beliefs
authoritarian
conventional

Low Scores

Benefits
Optimistic
Consistent
Stable
Confident

Risks
Complacent
Casual
Unmoved
Dull

Emotionality   4.5

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

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

High Scores

Benefits
Vigilant
Vibrant
Reactive
Passionate

Risks
Volatile
Unpredictable
Moody
Pessimistic

Low Scores

Strengths include
can take things as they come
generally relaxed and unworried
happy to accept the way they are

May be seen as
unconcerned and complacent
impervious to criticism
unresponsive

Tension   5.2

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

You ... maintain perspective and any worrying or anxiety you feel will be in proportion to events

You may be seen as ... some may feel you don't appreciate their anxieties

High Scores

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   3.8

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

You ... take on most tasks with optimism and confidence that you will succeed

You may be seen as ... surprised by events that could have been foreseen with more thought

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

A Facet5 Family is a group of Facet5 profiles that are broadly similar in appearance. Each family is given a specific "Family Name" which characterises it. Your Family Portrait is shown on the following page. When computing Families Facet5 excludes Emotionality.

There are 17 Facet5 "Families" and your profile is compared to each of these and the one that is closest is selected. This can be seen in the graphic below. Your selected Family is highlighted.
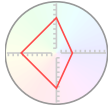
Advocate
Exuberant, outgoing manner
Likes making friends and interacting with others
Wide ranging interests and exciting ideas
Flexible but goal oriented
Impulsive
Could interfere with others' work
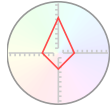
Architect
Has a keen sense of purpose
Imaginative and creative but can seem self-centred
Knows own mind
Expects others to stand up for themselves
Puts own ideas ahead of others'
Can seem unsympathetic, insensitive, fiercely independent
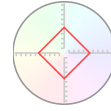
Chameleon
Presents a composed but friendly style
Adapts readily to any situation
Doesn't impose on others
Tolerates most differing styles
Can find it difficult to express their true opinions
Can seem rather inconsistent
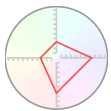
Coach
Sympathetic nature which can be masked by reserve
Quiet but efficient manner
High ideals and principles
Strong commitment with a desire to help out
May take time to 'warm up'
Will be disappointed if ideals are not met
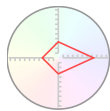
Controller
Reserved, fairly formal style
Avoids risks and can resist change
Likes clear guidelines and agendas
Respects a hierarchy and the status quo
Can seem too conservative
Could be perceived as distant and aloof
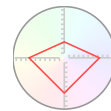
Developer
Warm and sympathetic manner
Genuine interest in others and desire to help
Has strong sense of morality and responsibility
Will defend others and stand up for them
May neglect own interests
Risks taking on too much
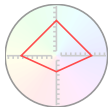
Entrepreneur
Confident, self-assured manner
Outgoing and stands out in the crowd
Definite sense of direction and method
Stands up for own opinions
May seem 'larger than life'
Can be insensitive or even uncaring
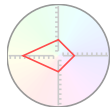
Explorer
Fun-loving and social
Quick to make contact with others
Relaxed and easy-going
Free-thinking, imaginative, and stimulating
Can be erratic and unfocused
Can get sidetracked by new ideas
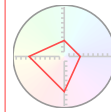
Facilitator
Social and out-going manner
Likes to meet people and exchange ideas
Puts others' interests ahead of own
Tolerant and understanding
Can be too relaxed and friendly
May seem to lack business focus
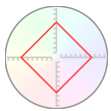
Generalist
Ebullient, gregarious and fun-loving
Prepared to mix with anyone
Demanding but flexible
Adapts to people or circumstances
Can be all things to all people
Interferes with others' work
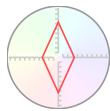
Idealist
Deep thinking
Concerned with philosophical issues
Individualistic - unusual style
Goes own way
Can be hard to work out
Idealistic and impractical
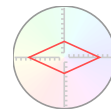
Presenter
Out-going, polished style
Gregarious and fun-loving
Fits easily into different environments
Simple, practical viewpoints
Can seem superficial, ignores 'real' issues
Promises, but may not deliver
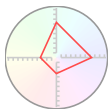
Producer
Determined with a strong sense of purpose
Looks for continuous improvement
Pushes projects through determinedly
Is ambitious and goal-oriented
May tread on others' toes
Autocratic, demanding
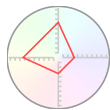
Promoter
Very outgoing and forthright style
Quick to speak out and to give views
Goal-oriented and self-promoting
Thinks imaginatively and broadly
Can intimidate quieter, less 'up front' people
May be overwhelming and too rapid
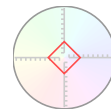
Specialist
Subdued, reserved style
Difficult to draw out in social groups
Prefers independence and autonomy
Likes working on one clear task at a time
Can be over-looked by more dominant people
Can be too focused on own concerns
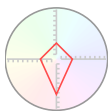
Supporter
Tolerant and easy-going
Always helpful to others
Sympathetic and helpful
Seeks harmony and understanding
Can be manipulated by more pragmatic people
Can be naive in what they expect from others
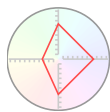
Traditionalist
Cautious, private personal style
Takes time to get to know
Has a strict code of standards and ethics
Is implacable on matters of principle
Can be intolerant and dismissive
Opts for conservative methods and resists experiments

Will: 3.5

Energy: 5.9

Control: 5.1

Affection: 6.7
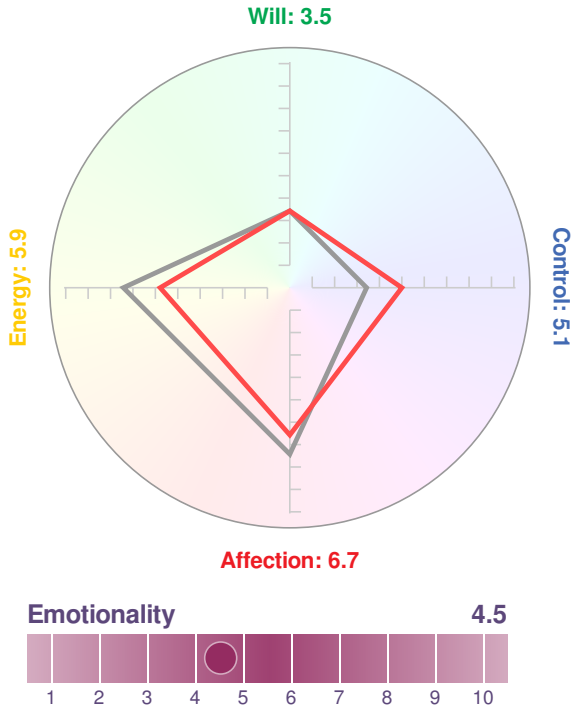
Reference Family: Facilitator

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.

Emotionality   **4.5**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Word Picture

- 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

As Leader

- Enthusiastic and caring
- Talks and encourages but doesn't challenge
- Non-judgmental and positive about people
- Helps others to set guidelines
- Doesn't monitor closely
- Discusses but can be too understanding
- Actively promotes other people's cases

Contribution to a team

- Encourages involvement and team-work
- Takes a participative role, encouraging others
- Exciting and enthusiastic
- Is creative and free-thinking
- May not finish things off
- can be unreliable, takes on too much

Motivated by

- Team membership
- Transferring information - training people
- Helping develop people and ideas and introducing change
- Work which has meaning and value

To Manage

- Appeal to sense of team spirit
- Point out opportunities to represent and defend others' interests
- Warn against taking on too much and sacrificing own interests
- Assist with prioritising
- Watch for a tendency to be distracted and lose focus
- Show approval and value as a member of the team
- Encourage a career that builds on social skills and facilitation

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.

Will: 3.5

Energy: 5.9

Control: 5.1

Affection: 6.7
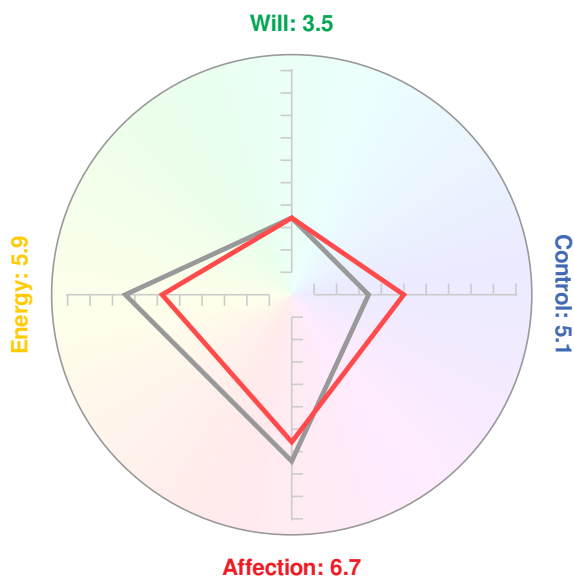
Facilitator is sociable with a genuine interest in and liking for people. Tolerant and understanding, often putting others' needs first. Facilitator is creative and freethinking and always tries to work with people and find genuine consensus.

Leadership

You should expect:
• encourages teamwork
• is concerned with people's well being
• focuses on colleagues' needs
• responds to requests for help

You should watch for:
• avoiding conflict and discipline issues
• too dependent on others' support

Interpersonal

You should expect:
• a pleasant person to have around
• sociable and genuinely empathic
• likes to work in a team
• will build good working relationships

You should watch for:
• too responsive to others' wishes
• undemanding of other people

Initiative and Effort

You should expect:
• responds to other people's wishes
• works hard on team projects
• brings an element of fun to work
• puts own wishes last

You should watch for:
• being too laid back and accepting
• failing to challenge unrealistic ideas

Communication

You should expect:
• speaks readily and encourages contributions
• enjoys innovation and new ideas
• positive and helpful
• brings disparate views together

You should watch for:
• becoming distracted and chatty
• not listening properly - making assumptions

Analysis and Decision Making

You should expect:
• values consensus and consults broadly
• encourages a range of possibilities
• tries to find a popular view
• can be radical and innovative

You should watch for:
• too quick to compromise
• lacking an independent opinion

Planning and Organising

You should expect:
• likely to respond to things as they occur
• modifies and adapts to changes
• takes on a lot personally
• doesn't overload colleagues with work

You should watch for:
• likely to over-commit
• disorganised and careless about 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.

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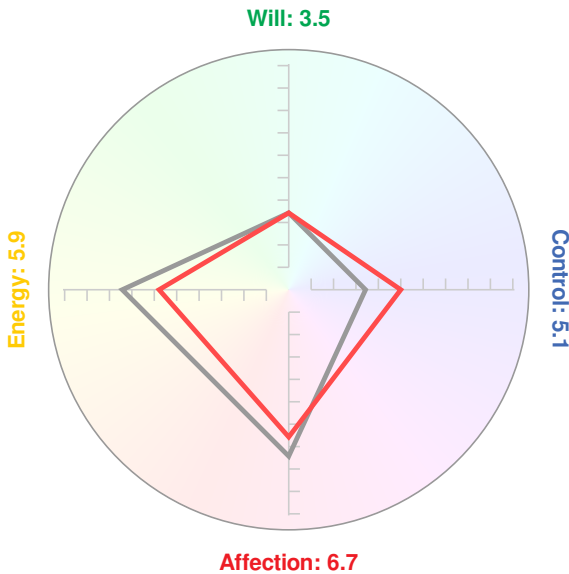
Creating a Vision

- Tap into Facilitator's interest in progress, change and innovation
- Emphasise the human and social benefits inherent in the vision
- Appeal to Facilitator's sense of team spirit by emphasising the importance of 'pooling resources' and 'pulling together'
- Recognise Facilitator's strengths as an advocate of change and the ability to communicate and engender trust and commitment

Stimulating the Environment

- Respond to Facilitator's desire to help others and to feel engaged in work that is of genuine value and benefit to others
- Create opportunities that allow Facilitator to research, represent and defend the interests of others
- Ensure that Facilitator has ample opportunity to work closely with others and to feel that in the thick of things
- Involve Facilitator in discussions and analysis of new ideas and concepts

Treating People as Individuals

- Facilitator needs to feel accepted and trusted to do a good job
- Recognise Facilitator's strong sense of justice and tendency to feel passionate about issues
- Protect Facilitator against a tendency to take on too much and put others' interests ahead of Facilitator's own

- Interact with Facilitator in an informal, friendly and supportive manner
- Do not mistake Facilitator's relaxed and casual attitude as being unprofessional or suggesting a lack of urgency

Goal Setting

- Agree specific goals and time-scales and make sure that Facilitator has a clear notion of what you expect
- Allow Facilitator scope to decide how to meet defined objectives. Facilitator will respond to suggestions if offered in a helpful way
- Recognise Facilitator's capacity to take on too much in an effort to be responsive and helpful
- Assist Facilitator with prioritising
- Remember that Facilitator sees things in a very complex way and needs to be sure of the implications of actions

Monitoring Performance

- Allow Facilitator to get on with the job with a minimum of initial interference
- Recognise the need to discuss things. Be available to respond to Facilitator's need to talk through ideas
- Remember Facilitator's tendency to be easily distracted and to lose focus
- Monitor progress at a distance and intervene as necessary - this will be acceptable to Facilitator if done in a non-judgemental and supportive way
- Assist Facilitator by building in options that allow Facilitator to avoid distractions

Providing Feedback

- Facilitator responds to direct personal praise and needs to know that a good job is being done
- Show approval and recognise the need to feel an accepted and valued member of the team
- Direct criticism should be avoided as Facilitator will always have tried to do things right. Facilitator should have responded well to early indications of disapproval and taken suggestions on board
- Errors are most likely to occur as a result of getting side-tracked or relate to complex situations where someone was likely to suffer regardless

Developing Careers

- Encourage Facilitator to pursue a career path that builds on social skills and strengths as a facilitator
- Direct and guide Facilitator to capitalise on adaptability - Facilitator is unlikely to have a specific path in mind but would tend to 'go with the flow'
- Facilitator will be more interested in what a role has to offer in terms of variety and scope to be innovative than in status or standing
- Encourage Facilitator to develop practical ways of dealing with idealistic tendencies

It is clear that people are likely to require different things from their careers. Therefore jobs that provide these elements will prove more interesting and satisfying to individuals and as a result motivation is likely to be higher. Research shows that job performance is directly related to job satisfaction and therefore organisations would be wise to try to ensure that people are able to work in jobs which provide the types of rewards which they prefer.

Conversely jobs which fail to provide the opportunities which people respond to are likely to prove less motivating and result in lower productivity. This works both ways and therefore jobs which provide inappropriate rewards for the efforts put in are likely to not only fail to motivate but to actively demotivate people. For example, some people like to have control over decision making, the ability to influence events and the freedom to create and implement their own ideas. The absence of these elements is likely to not only be unrewarding but also demotivating and reduced productivity and increased turnover are likely to result.

Therefore it is clear that time spent in trying to fit jobs to individuals (or vice versa) is time well spent. The closer the fit, the higher the productivity.

Facet5 helps this by identifying your core drivers and showing which elements of a role can motivate or demotivate you. Using this information you can evaluate your current role or design a new one which will be more satisfying.

Motivators

The four intrinsic motivators that underlie career motivations are:

Power

This refers to the degree to which people want to influence events and the people around them. People in whom this need is strong want to feel they are in charge and being challenged. People at the other end of the scale prefer to be in a situation where decisions are more consultative and colleagues know what they have to do. The dimension ranges from "Influence" to "Acceptance"

Participation

People in whom this need is strong like to be with people and part of the scene. They get involved quickly and enjoy participating in the events of the day. People at the other end of the scale prefer to be left alone to get on with their job in peace and to develop and contribute separately.
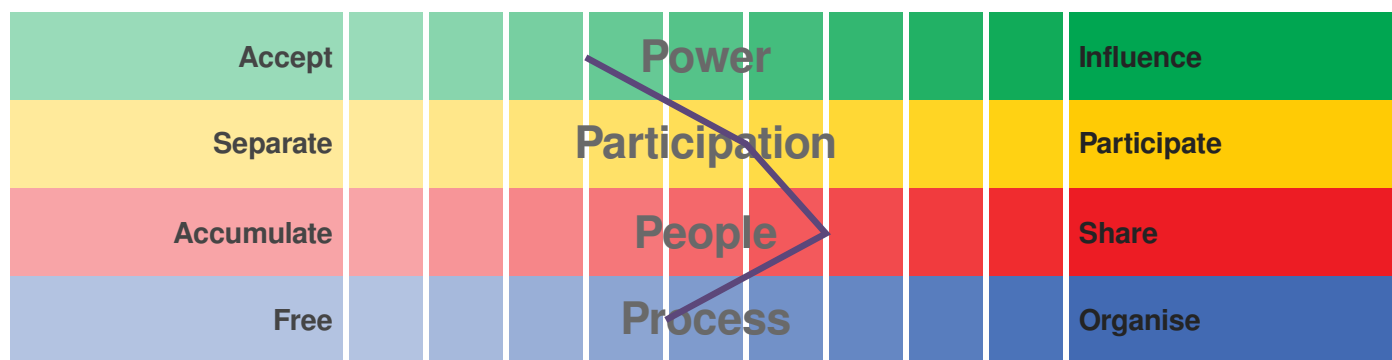
Process

People with a strong need in this way place great emphasis on doing things properly. They prefer efficient systems and processes and respect position and experience. Where the need is low, people prefer less structure and a free-ranging approach. They seek a laissez faire style with the freedom to do what they want.

People

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

Obviously people are complex and will be motivated by more than one need. Most will have a blend of at least two of these "Drivers" while for some people the position will be much more complex. The following guide indicates the strength of each of the Drivers and describes the motivating and demotivating job elements associated with them. Facet5 uses the Family structure to look at the mix of Drivers that apply to each individual.

Accept			**Power**						**Influence**
Separate			**Participation**						**Participate**
Accumulate			**People**						**Share**
Free			**Process**						**Organise**

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

- Team membership
- Transferring information - training people
- Helping develop people and ideas
- Introducing change
- Work which has meaning and value

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

- Being part of a team
- Transferring information - training people
- Helping develop people and ideas
- Introducing change
- Spreading the message
- A variety of challenges to prevent boredom setting in
- Having close relationships with colleagues
- Meeting new people in and out of the company

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

- A fixed system or schedule to stick to
- Having to issue orders and instructions
- Not having a close relationship with the boss
- Being with a company which is very specialised
- Working all the time with experts
- Work in a technical speciality
- Constant argument and conflict
- Having to give bad news