Facet5

Personal Profile
Simon P

Date	6-1-2012
Company	Human Collective Marketing
Project	Marketing

task-oriented consultative **independent** accommodating
questioning composed **reserved** **flexible** **critical**
creative interested perceptive non-judgemental

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.
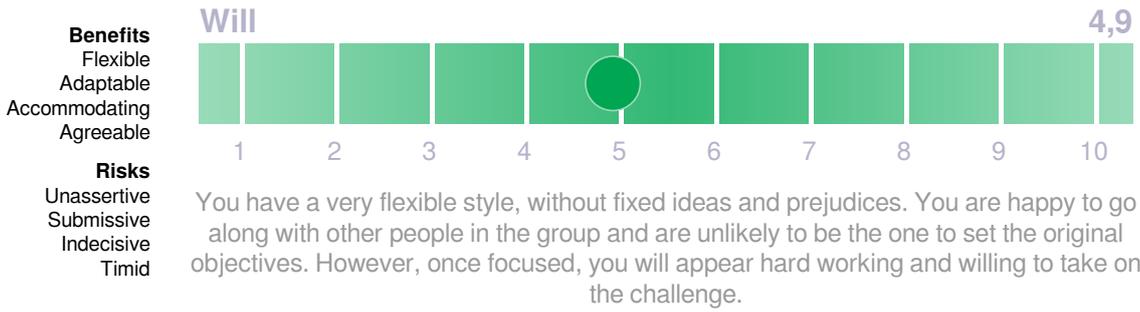
Will: 4,9

Energy: 4,6

Control: 4,3

Affection: 2,5

Emotionality

6,1

1 2 3 4 5 6 7 8 9 10
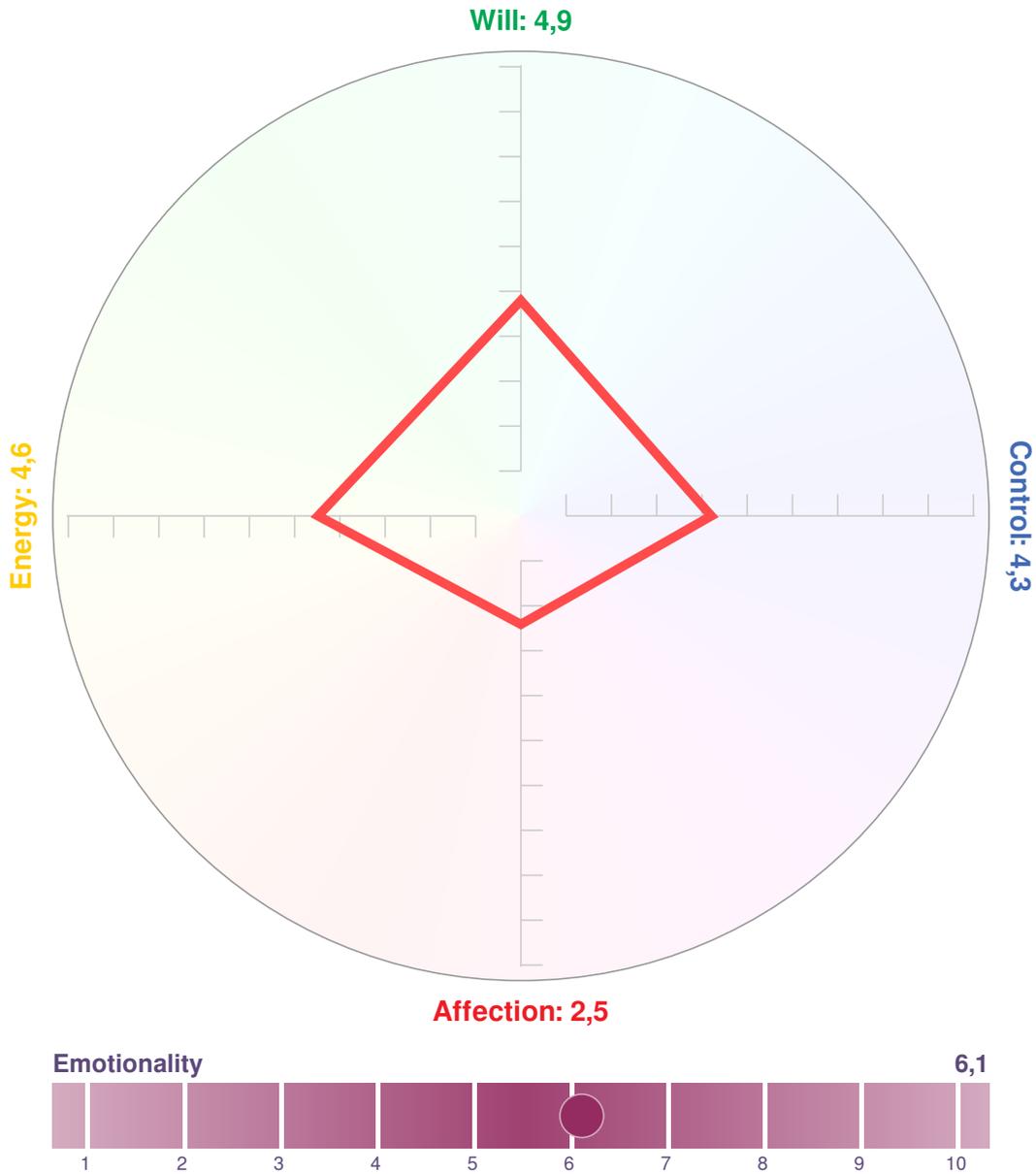
Norms used: Global

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.
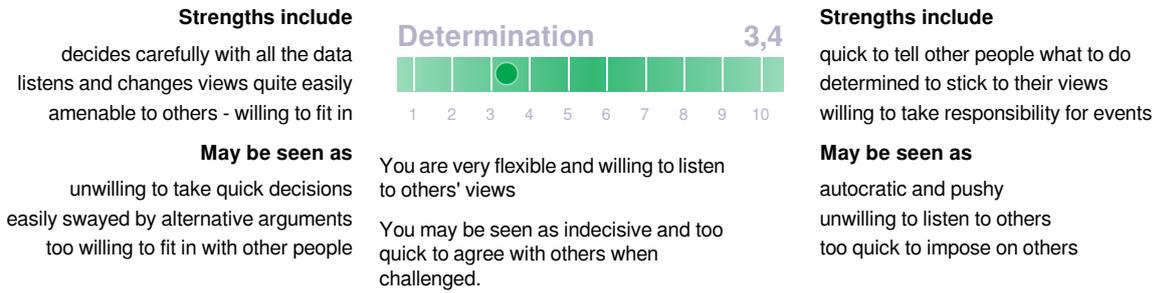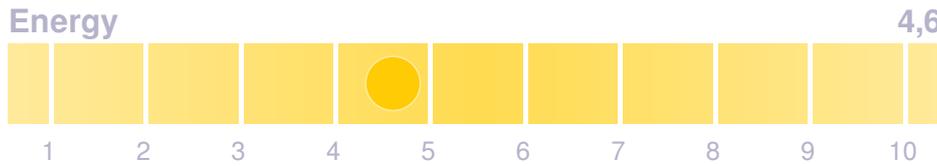
Low Scores   Will   4,9   High Scores

Benefits
Flexible
Adaptable
Accommodating
Agreeable

Risks
Unassertive
Submissive
Indecisive
Timid

Benefits
Determined
Assertive
Decisive
Independent

Risks
Domineering
Stubborn
Argumentative
Opinionated

You have a very flexible style, without fixed ideas and prejudices. You are happy to go along with other people in the group and are unlikely to be the one to set the original objectives. However, once focused, you will appear hard working and willing to take on the challenge.

Low Scores   High Scores

Determination 3,4

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 are very flexible and willing to listen to others' views

You may be seen as indecisive and too quick to agree with others when challenged.

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 3,8

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 7,4

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 are self reliant and independent. You do not need support

You may be seen as autocratic and not a team player

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

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

Low Scores

High Scores

Energy
4,6

Benefits
Quiet
Confidential
Reserved
Undemonstrative

Risks
Aloof
Indifferent
Cool
Unsociable

Benefits
Energetic
Enthusiastic
Sociable
Friendly

Risks
Distractible
Disruptive
Interfering
Exhibitionist

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

Low Scores

High Scores

Vitality
5,9

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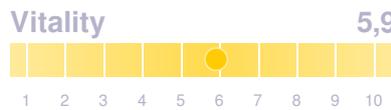
You will appreciate and respond to enthusiasm in others without getting carried away

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
2,8

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
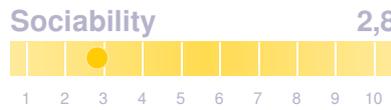
You are comfortable working alone and don't need constant contact

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

Adaptability
5,2

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

You can develop ideas independently but will also value input from the outside world

You may be seen as waiting for input from others. Not taking the initiative

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

Affection   2,5

Benefits
Pragmatic
Astute
Businesslike
Shrewd

Risks
Self-Centred
Cynical
Hard-nosed
Aggressive

1 2 3 4 5 6 7 8 9 10
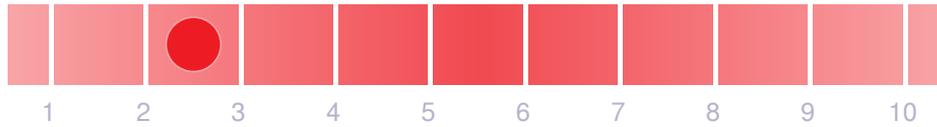
You have a very pragmatic, business oriented approach with an emphasis on practical, tangible results. You tend to put your own needs ahead of others, can be quite tough and unforgiving and generally question other's motives. Some people may feel you are overly critical and unsympathetic.

Benefits
Caring
Helpful
Kind
Trusting

Risks
Naive
Innocent
Soft
Gullible

Low Scores

High Scores

Altruism   2,3

Strengths include

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

May be seen as

unwilling to help
manipulative
self serving

1 2 3 4 5 6 7 8 9 10

You detect opportunities and protect your own and your organisation's interests

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

Strengths include

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

May be seen as

idealistic
naive
blind to commercial advantage

Support   2,5

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

1 2 3 4 5 6 7 8 9 10

You are supportive and helpful to those who you think have earned it

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

Strengths include

always looks for the good in people
supportive when there is a problem
willing to give a second chance

May be seen as

overly uncritical
too forgiving
too soft on people

Trust   2,7

Strengths include

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

May be seen as

suspicious
cynical
distrusting

1 2 3 4 5 6 7 8 9 10

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

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

Strengths include

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

May be seen as

naive and easily conned
idealistic
overly trusting

Low Scores   High Scores

Control   4,3

Benefits
Creative
Uninhibited
Free Thinking
Radical

Risks
Irresponsible
Unreliable
Unfocussed
Unplanned

1 2 3 4 5 6 7 8 9 10

Benefits
Planned
Reliable
Conscientious
Responsible

Risks
Authoritarian
Inhibited
Intolerant
Rigid

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.

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   4,4

1 2 3 4 5 6 7 8 9 10

You adjust easily to changing demands and are flexible in your work practices

You may be seen as casual in your approach and inattentive to detail. Always challenging the status quo

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   4,2

1 2 3 4 5 6 7 8 9 10

You are inventive and imaginative in your responses to situations

You may be seen as selective about where you apply your effort. Need to be motivated to work

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

Emotionality

Benefits
Optimistic
Consistent
Stable
Confident

Risks
Complacent
Casual
Unmoved
Dull

6,1

1 2 3 4 5 6 7 8 9 10
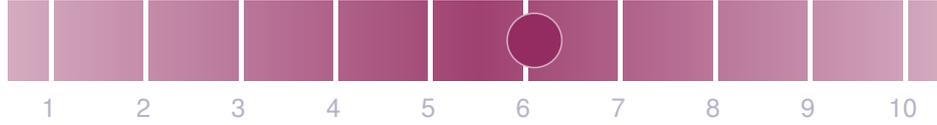
You are reasonably self confident and consistent from one day to the next. You seem to have a clear view of what you want and are not easily knocked off your stride by changes around you.

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

5,3

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

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

7

1 2 3 4 5 6 7 8 9 10

You usually prepare well and will check for errors before considering a task to be done

You may be seen as overly cautious and doubting. Lacking in confidence in your own success

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.
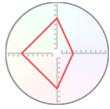
Advocate

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
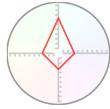
Architect

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
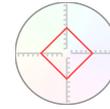
Chameleon

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
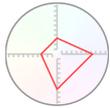
Coach

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
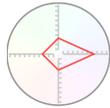
Controller

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
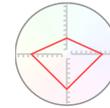
Developer

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
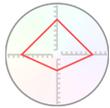
Entrepreneur

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
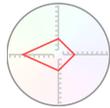
Explorer

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
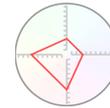
Facilitator

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
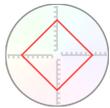
Generalist

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
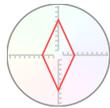
Idealist

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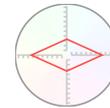
Presenter

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
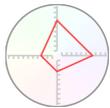
Producer

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
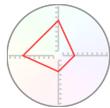
Promoter

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
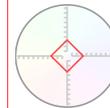
Specialist

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
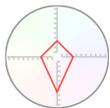
Supporter

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
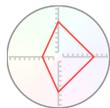
Traditionalist

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

Will: 4,9

Energy: 4,6

Control: 4,3

Affection: 2,5

Emotionality   **6,1**

1 2 3 4 5 6 7 8 9 10
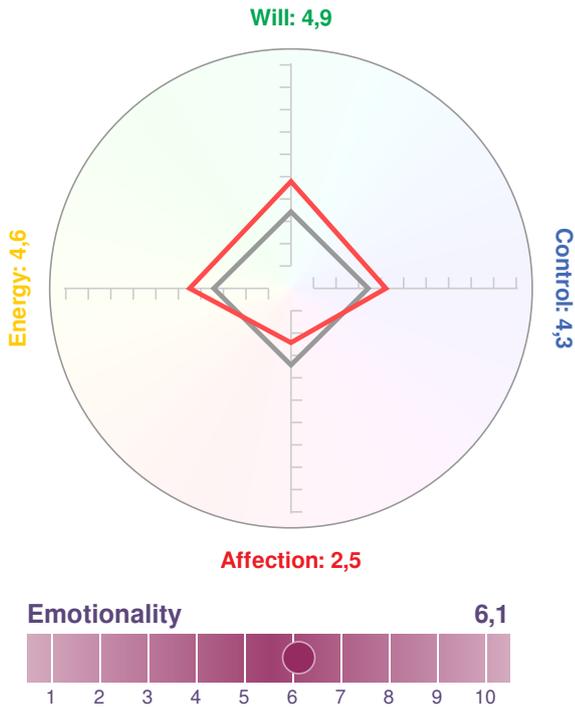
Reference Family: Specialist

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

- Subdued, reserved style
- Difficult to draw out in social groups
- Prefers independence and autonomy
- Likes working on one clear task at a time
- Can be over-looked by more dominant people
- Can be too focused on own concerns

As Leader

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

Contribution to a team

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

Motivated by

- Pursuing own interests
- Freedom from interference
- The chance to develop specialist skills

To Manage

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

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: 4,9

Energy: 4,6

Control: 4,3

Affection: 2,5
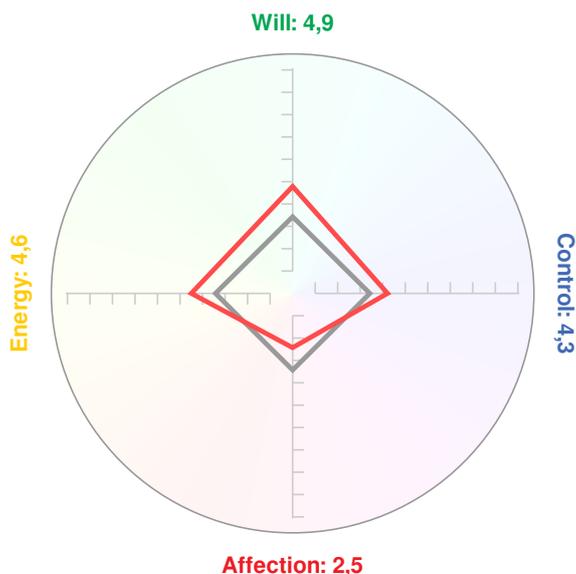
Simon is quiet and thoughtful. Enjoying in-depth intellectual pursuits and valuing independence and autonomy. Careful, reflective and a likely source of expert knowledge.

Leadership

You should expect:

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

You should watch for:

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

Interpersonal

You should expect:

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

You should watch for:

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

Initiative and Effort

You should expect:

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

You should watch for:

- protective of own territory
- unwilling to initiate new activities

Communication

You should expect:

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

You should watch for:

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

Analysis and Decision Making

You should expect:

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

You should watch for:

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

Planning and Organising

You should expect:

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

You should watch for:

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

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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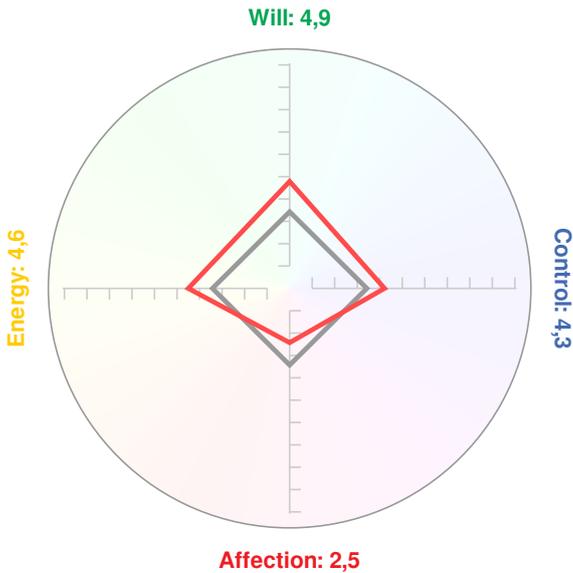
Creating a Vision

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

Stimulating the Environment

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

Treating People as Individuals

- Respect Simon's privacy and independence

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

Goal Setting

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

Monitoring Performance

- Direct and close management will frustrate and annoy Simon
- Trust the commitment and sense of purpose that Simon will inevitably have for a project that is intrinsically interesting

- Monitor progress by displaying a genuine interest in Simon's activities - allow time for explanation
- Offer support and assistance with difficulties they may encounter - use your position and influence to smooth Simon's path through the 'politics' of the organisation

Providing Feedback

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

Developing Careers

- Listen to Simon's own views of how a career might develop
- Respect Simon's reluctance to enter into roles outside of specific areas of expertise
- Assist Simon in efforts to progress by helping to understand the politics and rules that exist within the organisation
- Encourage Simon in efforts to address personal shortfalls- accepting that this

may not prove to be a primary goal on
Simon's own personal agenda

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.
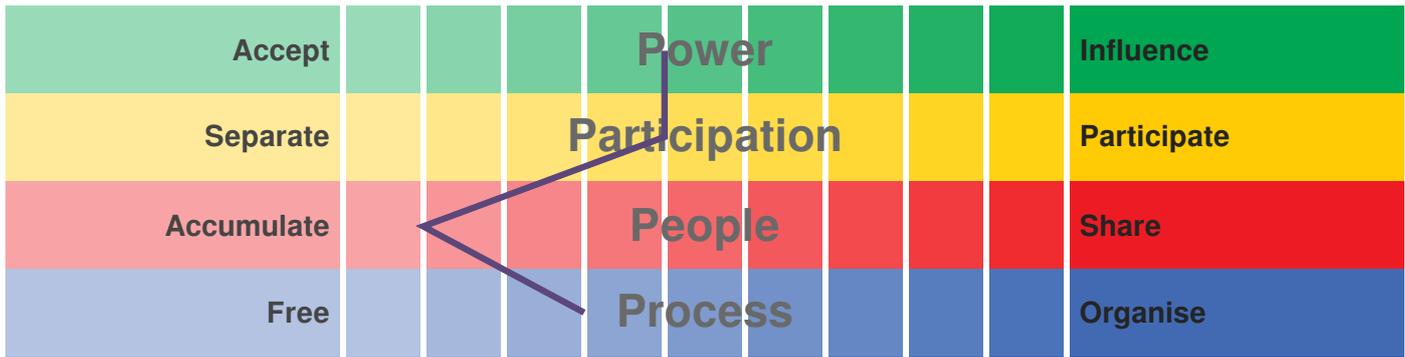
Process

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 Simon is best suited by a role which provides the following

- The opportunity to pursue work that is of interest
- Freedom from interference

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

- An opportunity to specialise
- Having the time and freedom to research and develop quality ideas
- Being own master
- Working with people who do not require supervision
- A chance to demonstrate your knowledge and capability
- Working with complex technical problems and issues
- A relaxed and informal workplace environment
- Being materially rewarded for your achievements

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

- Having to actively promote yourself and your ideas
- Being responsible for managing the day to day activities of a team
- Feeling pressured to contribute to decisions outside your area of expertise
- Relying on and working closely within a team
- When asked to think on your feet and make quick decisions
- Dealing with people who underestimate the complexity of a task
- Lack of consultation about changes that could impact your work
- Tight management control