

# Facet5 TeamScape

## TeamScape Report Simon P

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**Date** 6-1-2012

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**Company** Human Collective Marketing

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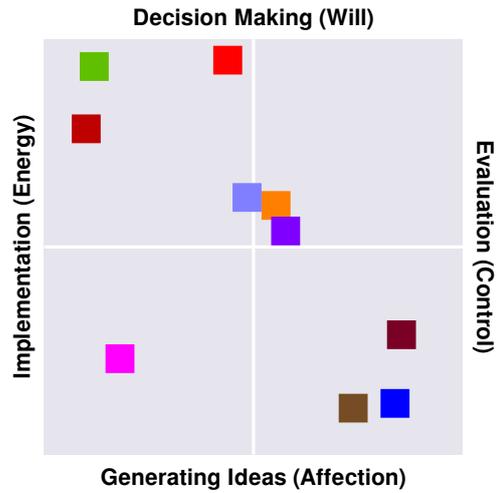
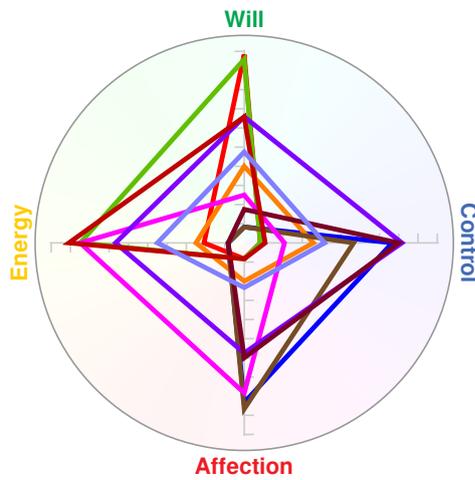
**Project** Marketing

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



# Facet5 Profiles of Team Members



Name	Will			Energy			Affection			Control			Emotionality		Family	
B, Arie Key: Arie	1	Determination Confrontation Independence	1 1 1,1	1	Vitality Sociability Adaptability	1 1 1,9	8,5	Altruism Support Trust	8,5 8,5 8,5	7,8	Discipline Responsibility	7,8 7,9	10	Tension Apprehension	9,9 10	Coach
A, Chantal Key: Chantal	1,9	Determination Confrontation Independence	1,4 2,1 2	1	Vitality Sociability Adaptability	1 1 1,8	6,1	Altruism Support Trust	6,5 5,4 6,5	8,1	Discipline Responsibility	7,9 8,3	10	Tension Apprehension	9,9 10	Coach
G, Janette Key: Janette	1	Determination Confrontation Independence	1 1,8 1	1	Vitality Sociability Adaptability	1,2 1 1,4	8,8	Altruism Support Trust	9,3 7,9 9,3	5,8	Discipline Responsibility	5,3 6,3	8,7	Tension Apprehension	8,3 9,1	Coach
C, Jeffrey Key: Jeffrey	9,7	Determination Confrontation Independence	10 9,3 9,5	8,6	Vitality Sociability Adaptability	9,8 6,3 9,8	1	Altruism Support Trust	1 1 1	1	Discipline Responsibility	1,2 1	1,3	Tension Apprehension	1,3 1,3	Promoter
G, Joost Key: Joost	6,7	Determination Confrontation Independence	6,1 7,1 6,8	6,8	Vitality Sociability Adaptability	7,5 5,4 7,5	5,9	Altruism Support Trust	6,7 4,4 6,5	8,3	Discipline Responsibility	7,4 9,2	9,1	Tension Apprehension	8,8 9,5	Generalist
M, Marieke Key: Marieke	2,6	Determination Confrontation Independence	1,6 2,7 3,5	8,6	Vitality Sociability Adaptability	9,1 7,7 9,1	8	Altruism Support Trust	8,3 7,4 8,3	2,2	Discipline Responsibility	1,8 2,6	4,8	Tension Apprehension	3,9 5,8	Facilitator
P, Martha Key: Martha	4,1	Determination Confrontation Independence	3,6 4,2 4,6	2,6	Vitality Sociability Adaptability	2,9 1 4,3	2,1	Altruism Support Trust	3,1 1 2,4	3,7	Discipline Responsibility	3,8 3,6	8	Tension Apprehension	7,9 8,1	Specialist
P, Simon Key: Simon	4,9	Determination Confrontation Independence	3,4 3,8 7,4	4,6	Vitality Sociability Adaptability	5,9 2,8 5,2	2,5	Altruism Support Trust	2,3 2,5 2,7	4,3	Discipline Responsibility	4,4 4,2	6,1	Tension Apprehension	5,3 7	Specialist
L, Sofie Key: Sofie	6,7	Determination Confrontation Independence	7,1 6,4 6,5	9,2	Vitality Sociability Adaptability	10 7,1 10	1	Altruism Support Trust	1,5 1 1,2	1,2	Discipline Responsibility	1,4 1	3,2	Tension Apprehension	2,3 4,2	Promoter
Test, Thomas Key: Thomas	10	Determination Confrontation Independence	10 10 10	2,2	Vitality Sociability Adaptability	2,7 1,5 2,4	1	Altruism Support Trust	1 1 1	1	Discipline Responsibility	1,2 1	5,4	Tension Apprehension	5,8 5	Architect

NOTE: The keys listed beneath the individuals' names in the table above are used in charts throughout this report.

# Introduction

This report summarises the Facet5 TeamScape results of you and your team.

The report has the following sections:

## 1. 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. These will be a more visible characteristic in your personality. There are 13 key characteristics based on your personality profile.

## 2. The Work Cycle

This section describes your fundamental approach to solving problems when they arise. It shows:

### 2.1 How you appear to other people

- Your natural style based on your Facet5 profile and
- The way that other people see you working.

### 2.2 The Team Comparison

- How the team compares in terms of personal style and
- How you compare to others in the team

## 3. Reaching agreement

3.1 Your Orientation including your natural approach and the way others see you.

3.2 Your preferred Tactics looking at the extent to which you and your team apply rules and processes

3.3 The level of Proportionality which indicates the intensity and stress involved in disputes in your team

## 4. Working with other team members

This section summarises how you may work more effectively with your fellow team members. There is a summary for each person in the team:

4.1 We have broken the table into 5 sections they relate to how you

- Make decisions and set goals
- Engage and implement ideas
- Generate ideas and consider people in the process
- Evaluate ideas and your approach to work
- Identify risk and manage stress

4.2 Within each section there are four statements

- Strength of your relationship
- Risks you may face when working together
- Frustration you may feel when working with this person
- Challenge you can adopt on how to develop your relationship

## 5. Comments from Reviewers

Showing those areas where you are thought to provide valuable input and those where you might be able to improve.

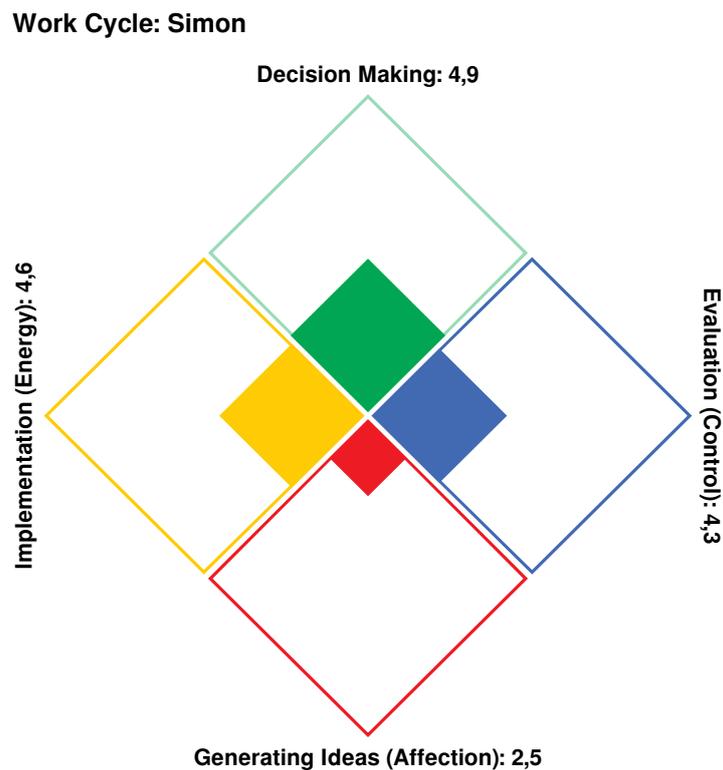
This report is designed to provide baseline information for your team to use to improve team functioning. Your facilitator will use this information to help you and your team to identify those areas where you can capitalise on natural strengths and those areas where, through feedback and disclosure, issues can be resolved.

## Your contribution to the Work Cycle

Where you put your effort is influenced by your Facet5 profile. This chart uses your Facet5 scores to draw 4 boxes, one for each phase in the work cycle. The size of the box indicates the phase of the cycle where you will contribute most: your preferred approach. The larger the box, the more you will attend to that phase of the cycle. The smaller the box, the less you will attend to that phase of the cycle.

Remember that the labels on this chart refer to the Work Cycle Phase. Which set of 'Protocols' you are likely to follow depends on your Facet5 scores. For example if your Facet5 score for Will is high (e.g. >7) then you will probably be quick to make a decision. You may find it hard to hold back. If your score for Will is low (e.g. <4) then you are likely to prefer a more Reflective way of working. You would rather wait till all the information is in.

Your chart is shown below.



## Natural Style

### Contribution:

(these are the capabilities that you naturally bring to the team)

- careful analysis of the complexities of the problem
- an original thinker
- creative
- open-minded
- presents a carefully thought-through analysis

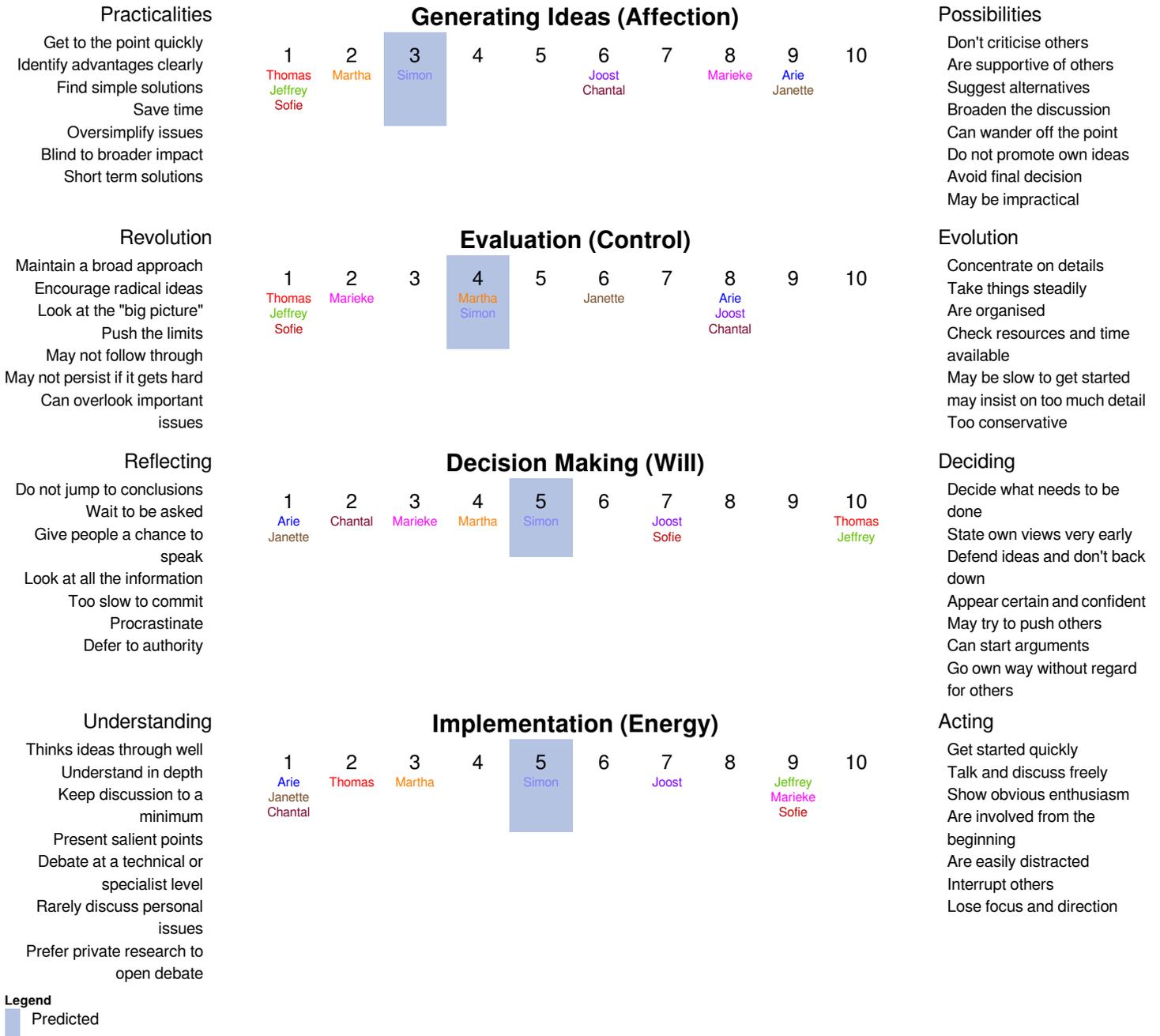
### May be seen as:

(these are elements that may make you less effective)

- not interested in working in a team
- ignores people issues
- gives up when it gets hard or in response to hard challenge

# Work Cycle: Team Comparison

The chart below shows how this team approaches work and where they will focus their attention. Each chart represents one of the Work Cycle Phases. People with similar scores are grouped together on the line. The further apart people are in a row, the more dissimilar they are in their approach to work. The shaded box shows where you naturally fit in compared to others in the team, based on your Facet5 profile.



- Practicalities**
- Get to the point quickly
  - Identify advantages clearly
  - Find simple solutions
  - Save time
  - Oversimplify issues
  - Blind to broader impact
  - Short term solutions

- Possibilities**
- Don't criticise others
  - Are supportive of others
  - Suggest alternatives
  - Broaden the discussion
  - Can wander off the point
  - Do not promote own ideas
  - Avoid final decision
  - May be impractical

- Revolution**
- Maintain a broad approach
  - Encourage radical ideas
  - Look at the "big picture"
  - Push the limits
  - May not follow through
  - May not persist if it gets hard
  - Can overlook important issues

- Evolution**
- Concentrate on details
  - Take things steadily
  - Are organised
  - Check resources and time available
  - May be slow to get started
  - may insist on too much detail
  - Too conservative

- Reflecting**
- Do not jump to conclusions
  - Wait to be asked
  - Give people a chance to speak
  - Look at all the information
  - Too slow to commit
  - Procrastinate
  - Defer to authority

- Deciding**
- Decide what needs to be done
  - State own views very early
  - Defend ideas and don't back down
  - Appear certain and confident
  - May try to push others
  - Can start arguments
  - Go own way without regard for others

- Understanding**
- Thinks ideas through well
  - Understand in depth
  - Keep discussion to a minimum
  - Present salient points
  - Debate at a technical or specialist level
  - Rarely discuss personal issues
  - Prefer private research to open debate

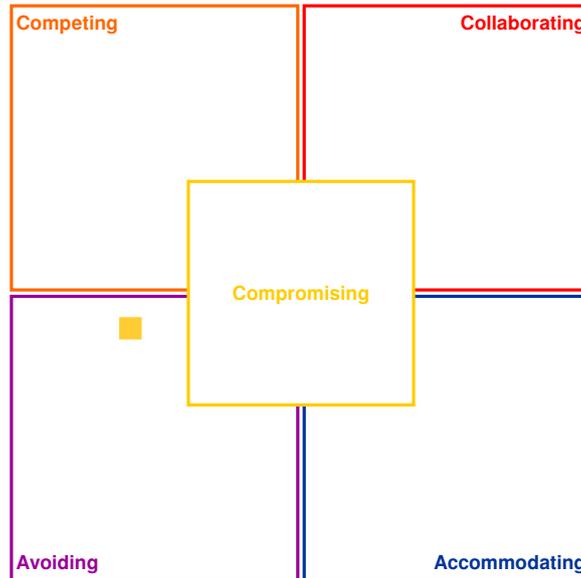
- Acting**
- Get started quickly
  - Talk and discuss freely
  - Show obvious enthusiasm
  - Are involved from the beginning
  - Are easily distracted
  - Interrupt others
  - Lose focus and direction

# Reaching agreement and resolving disputes

## Your Orientation

The chart below shows the orientation you would be most likely to adopt if faced with conflict and disagreement. This is based on your Facet5 scores for Will and Affection.

Orientation: Simon

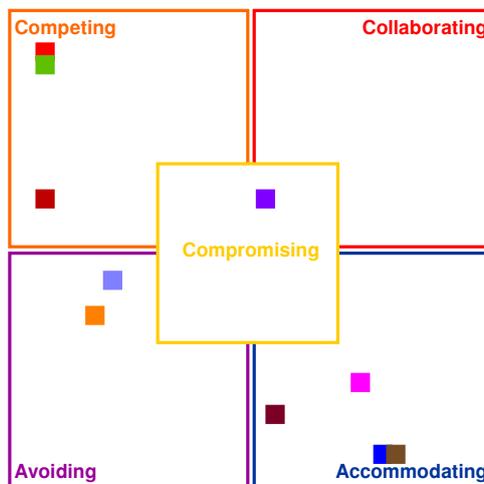


**Simon**

*Listens to others but contributes to the debate when directly affected. Focuses on things that impact personally. Is prepared to lose.*

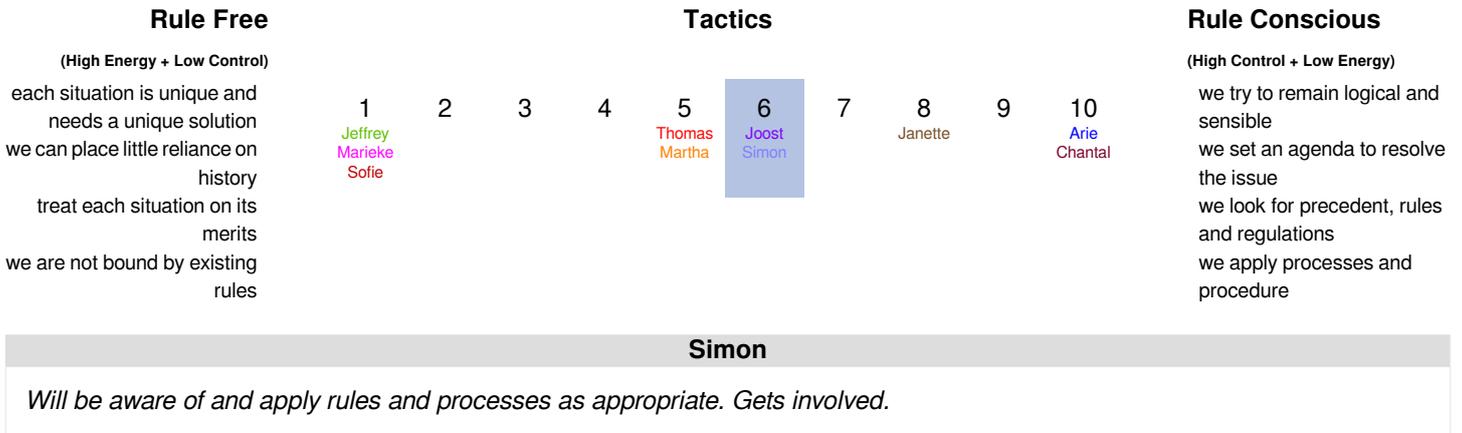
The chart below shows your orientation in relation to the rest of the team. Refer to page 2 for the key.

Orientation: Facet5 Scores



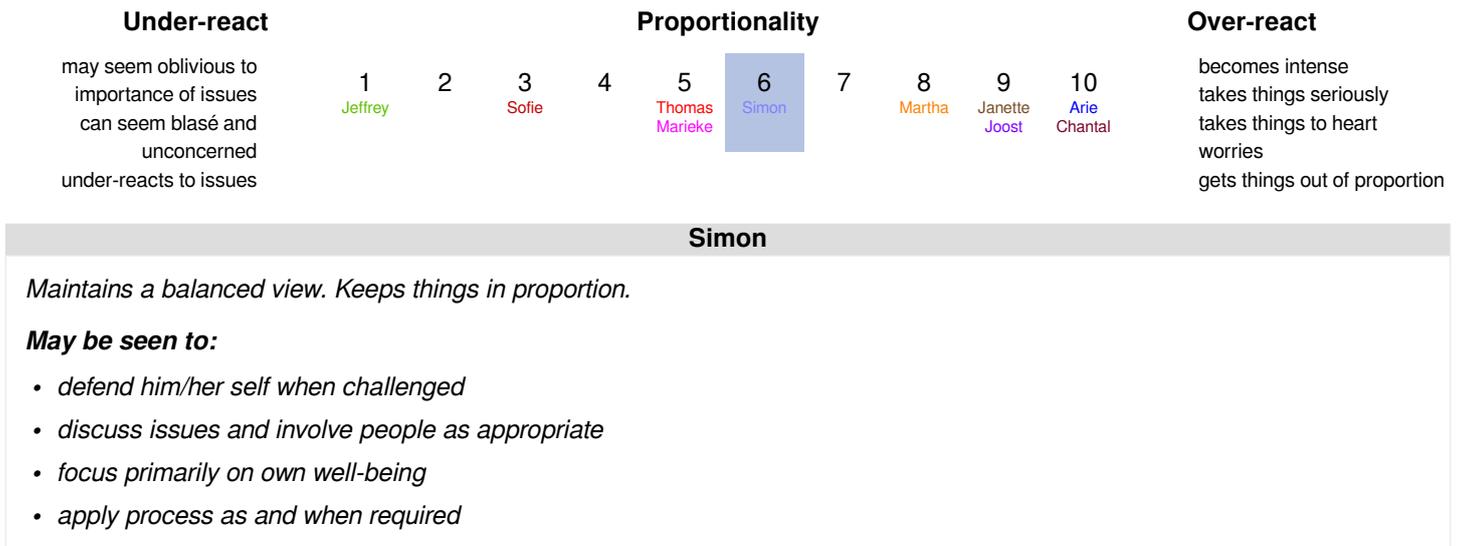
## Preferred Tactics

This chart shows your natural preference and compares this to the way other people see you.



## Proportionality

This chart shows the tendency within you and your team to keep cool when things become disputed or to get deeply involved and concerned with the result.



**Legend**  
 Predicted

## Working with...

The following table summarises how you may work more effectively with your fellow team members. Each domain contains four statements: S: Strength of your relationship, R: Risk you may face when working together, F: Frustration you may feel when working with this person, C: Challenge, how you can develop your relationship.

	<b>Decision Making</b>	<b>Implementing, Collaborating</b>	<b>Idea Generation</b>	<b>Evaluation</b>	<b>Proportionality</b>
<b>A, Chantal</b>	<p>S: you clarify issues while they see alternatives</p> <p>R: you may make decisions before they are ready</p> <p>F: you may find them indecisive</p> <p>C: encourage them to share opinions more readily</p>	<p>S: you encourage debate and they offer deep thought</p> <p>R: you may rush them into speaking too soon</p> <p>F: you may be frustrated by their lack of obvious enthusiasm</p> <p>C: agree times to share ideas and discuss options, encouraging feedback</p>	<p>S: you are practical while they offer alternatives and broaden possibilities</p> <p>R: you may not see as many options as them, closing down conversations</p> <p>F: you may find their approach impractical and naive</p> <p>C: demonstrate you have considered alternatives and the impact on others</p>	<p>S: you question methods and current ways of working and they maintain a focus on the detail</p> <p>R: you may disagree about the need for change and its value, going around them</p> <p>F: you may find them inhibited and narrow-minded, preferring the known vs new</p> <p>C: make logical cases for new ideas. Encourage them to contribute early, engaging regularly</p>	<p>S: you are both naturally cautious, but you less so</p> <p>R: you may worry unnecessarily and avoid risks, over thinking what could go wrong</p> <p>F: you may create problems for yourselves by overreacting to events and issues that haven't yet happened</p> <p>C: seek external feedback to verify concerns. Look to understand how others are responding around you</p>
<b>B, Arie</b>	<p>S: you clarify issues while they see alternatives</p> <p>R: you may make decisions before they are ready</p> <p>F: you may find them indecisive</p> <p>C: encourage them to share opinions more readily</p>	<p>S: you encourage debate and they offer deep thought</p> <p>R: you may rush them into speaking too soon</p> <p>F: you may be frustrated by their lack of obvious enthusiasm</p> <p>C: agree times to share ideas and discuss options, encouraging feedback</p>	<p>S: you stay focused and practical as they explore possibilities and the role of people</p> <p>R: you may overlook more complex issues and disregard their concerns</p> <p>F: you may find them impractical and over-complex</p> <p>C: ensure you have considered people in your plans, leveraging their approach as a advocate for your approach</p>	<p>S: you question methods and current ways of working and they maintain a focus on the detail</p> <p>R: you may disagree about the need for change and its value, going around them</p> <p>F: you may find them inhibited and narrow-minded, preferring the known vs new</p> <p>C: make logical cases for new ideas. Encourage them to contribute early, engaging regularly</p>	<p>S: you are both naturally cautious, but you less so</p> <p>R: you may worry unnecessarily and avoid risks, over thinking what could go wrong</p> <p>F: you may create problems for yourselves by overreacting to events and issues that haven't yet happened</p> <p>C: seek external feedback to verify concerns. Look to understand how others are responding around you</p>
<b>C, Jeffrey</b>	<p>S: you offer alternatives to their strong views</p> <p>R: they may impose their ideas on you</p> <p>F: you may find them inflexible and unreasonable</p> <p>C: prepare your ideas well with clear reasons and evidence</p>	<p>S: you develop ideas while they drive implement</p> <p>R: you may feel rushed to act too quickly</p> <p>F: you may feel decisions are superficial and not well thought through</p> <p>C: share your concerns early and with energy. Moderate their impulsivity with your natural approach</p>	<p>S: you share their pragmatism but present options and impacts</p> <p>R: you may over-simplify situations and risks</p> <p>F: you may find their approach unimaginative and self serving</p> <p>C: encourage broader business thinking, reviewing the impact on people</p>	<p>S: you offer some structured thinking to a shared liking for innovation</p> <p>R: you may make unnecessary changes in a rush to do something new</p> <p>F: you may find them unreliable, as like you, they juggle multiple activities</p> <p>C: ask whether improvement is better than change. Do you understand why it is the way it is?</p>	<p>S: you are cautious and perceptive while they remain optimistic and confident</p> <p>R: you may perceive and value different levels of threat and risk</p> <p>F: you may find them complacent and overly confident</p> <p>C: explain your concerns to agree a rational view and way forward</p>

	Decision Making	Implementing, Collaborating	Idea Generation	Evaluation	Proportionality
G, Janette	<p>S: you clarify issues while they see alternatives</p> <p>R: you may make decisions before they are ready</p> <p>F: you may find them indecisive</p> <p>C: encourage them to share opinions more readily</p>	<p>S: you encourage debate and they offer deep thought</p> <p>R: you may rush them into speaking too soon</p> <p>F: you may be frustrated by their lack of obvious enthusiasm</p> <p>C: agree times to share ideas and discuss options, encouraging feedback</p>	<p>S: you stay focused and practical as they explore possibilities and the role of people</p> <p>R: you may overlook more complex issues and disregard their concerns</p> <p>F: you may find them impractical and over-complex</p> <p>C: ensure you have considered people in your plans, leveraging their approach as a advocate for your approach</p>	<p>S: you both support innovation that adds value</p> <p>R: you may not generate innovative options that you feel aren't worth it</p> <p>F: you may lack courage for radical approaches, preferring incremental change</p> <p>C: seek external viewpoints before making decisions. Test your ideas to see if they meet a need</p>	<p>S: you are both naturally cautious, but you less so</p> <p>R: you may worry unnecessarily and avoid risks, over thinking what could go wrong</p> <p>F: you may create problems for yourselves by overreacting to events and issues that haven't yet happened</p> <p>C: seek external feedback to verify concerns. Look to understand how others are responding around you</p>
G, Joost	<p>S: you provide alternatives as they preserve the original goals</p> <p>R: you may be asked to decide too quickly</p> <p>F: you may find it hard to influence them from their original point of view</p> <p>C: prepare the arguments that matter to you, hold your ground</p>	<p>S: you encourage debate as they generate excitement to act</p> <p>R: you may miss some detail as you hurry to act</p> <p>F: you may not always understand what they are doing</p> <p>C: ensure you assess ideas before implementing, agree actions, timeframes and responsibilities</p>	<p>S: you are pragmatic and they explore possibilities</p> <p>R: you may overlook the complexity of the problem</p> <p>F: you may feel they avoid tough decisions when they impact people</p> <p>C: ensure you have taken everything into account, have a fair plan for any impacts</p>	<p>S: you question methods and current ways of working and they maintain a focus on the detail</p> <p>R: you may disagree about the need for change and its value, going around them</p> <p>F: you may find them inhibited and narrow-minded, preferring the known vs new</p> <p>C: make logical cases for new ideas. Encourage them to contribute early, engaging regularly</p>	<p>S: you are both naturally cautious, but you less so</p> <p>R: you may worry unnecessarily and avoid risks, over thinking what could go wrong</p> <p>F: you may create problems for yourselves by overreacting to events and issues that haven't yet happened</p> <p>C: seek external feedback to verify concerns. Look to understand how others are responding around you</p>
L, Sofie	<p>S: you provide alternatives as they preserve the original goals</p> <p>R: you may be asked to decide too quickly</p> <p>F: you may find it hard to influence them from their original point of view</p> <p>C: prepare the arguments that matter to you, hold your ground</p>	<p>S: you develop ideas while they drive implement</p> <p>R: you may feel rushed to act too quickly</p> <p>F: you may feel decisions are superficial and not well thought through</p> <p>C: share your concerns early and with energy. Moderate their impulsivity with your natural approach</p>	<p>S: you share their pragmatism but present options and impacts</p> <p>R: you may over-simplify situations and risks</p> <p>F: you may find their approach unimaginative and self serving</p> <p>C: encourage broader business thinking, reviewing the impact on people</p>	<p>S: you offer some structured thinking to a shared liking for innovation</p> <p>R: you may make unnecessary changes in a rush to do something new</p> <p>F: you may find them unreliable, as like you, they juggle multiple activities</p> <p>C: ask whether improvement is better than change. Do you understand why it is the way it is?</p>	<p>S: you are cautious and perceptive while they remain optimistic and confident</p> <p>R: you may perceive and value different levels of threat and risk</p> <p>F: you may find them complacent and overly confident</p> <p>C: explain your concerns to agree a rational view and way forward</p>
M, Marieke	<p>S: you clarify issues while they see alternatives</p> <p>R: you may make decisions before they are ready</p> <p>F: you may find them indecisive</p> <p>C: encourage them to share opinions more readily</p>	<p>S: you develop ideas while they drive implement</p> <p>R: you may feel rushed to act too quickly</p> <p>F: you may feel decisions are superficial and not well thought through</p> <p>C: share your concerns early and with energy. Moderate their impulsivity with your natural approach</p>	<p>S: you stay focused and practical as they explore possibilities and the role of people</p> <p>R: you may overlook more complex issues and disregard their concerns</p> <p>F: you may find them impractical and over-complex</p> <p>C: ensure you have considered people in your plans, leveraging their approach as a advocate for your approach</p>	<p>S: you offer some structured thinking to a shared liking for innovation</p> <p>R: you may make unnecessary changes in a rush to do something new</p> <p>F: you may find them unreliable, as like you, they juggle multiple activities</p> <p>C: ask whether improvement is better than change. Do you understand why it is the way it is?</p>	<p>S: you are cautious while they remain confident</p> <p>R: you may not agree which issues are important or their potential impact</p> <p>F: you may find them insensitive and unresponsive</p> <p>C: seek feedback to check your concerns are rational. Where valid ensure these are heard</p>

	<b>Decision Making</b>	<b>Implementing, Collaborating</b>	<b>Idea Generation</b>	<b>Evaluation</b>	<b>Proportionality</b>
<b>P, Martha</b>	<p>S: you can focus while they consider alternatives</p> <p>R: you may spend too long debating ideas and options</p> <p>F: you may feel their opinions lack conviction</p> <p>C: help them to evaluate options and to stand their ground</p>	<p>S: you encourage debate and they offer deep thought</p> <p>R: you may rush them into speaking too soon</p> <p>F: you may be frustrated by their lack of obvious enthusiasm</p> <p>C: agree times to share ideas and discuss options, encouraging feedback</p>	<p>S: you share their pragmatism but present options and impacts</p> <p>R: you may over-simplify situations and risks</p> <p>F: you may find their approach unimaginative and self serving</p> <p>C: encourage broader business thinking, reviewing the impact on people</p>	<p>S: you offer some structured thinking to a shared liking for innovation</p> <p>R: you may make unnecessary changes in a rush to do something new</p> <p>F: you may find them unreliable, as like you, they juggle multiple activities</p> <p>C: ask whether improvement is better than change. Do you understand why it is the way it is?</p>	<p>S: you are both naturally cautious, but you less so</p> <p>R: you may worry unnecessarily and avoid risks, over thinking what could go wrong</p> <p>F: you may create problems for yourselves by overreacting to events and issues that haven't yet happened</p> <p>C: seek external feedback to verify concerns. Look to understand how others are responding around you</p>
<b>Test, Thomas</b>	<p>S: you offer alternatives to their strong views</p> <p>R: they may impose their ideas on you</p> <p>F: you may find them inflexible and unreasonable</p> <p>C: prepare your ideas well with clear reasons and evidence</p>	<p>S: you encourage debate and they offer deep thought</p> <p>R: you may rush them into speaking too soon</p> <p>F: you may be frustrated by their lack of obvious enthusiasm</p> <p>C: agree times to share ideas and discuss options, encouraging feedback</p>	<p>S: you share their pragmatism but present options and impacts</p> <p>R: you may over-simplify situations and risks</p> <p>F: you may find their approach unimaginative and self serving</p> <p>C: encourage broader business thinking, reviewing the impact on people</p>	<p>S: you offer some structured thinking to a shared liking for innovation</p> <p>R: you may make unnecessary changes in a rush to do something new</p> <p>F: you may find them unreliable, as like you, they juggle multiple activities</p> <p>C: ask whether improvement is better than change. Do you understand why it is the way it is?</p>	<p>S: you can be cautious while they are more self-assured</p> <p>R: you may encourage a more negative approach, with a stronger focus on risks</p> <p>F: you may find them inattentive to risk and dispassionate about its impact</p> <p>C: seek input to assess your worries rationally. Look for evidence or precedent</p>

## Reviewer Comments

Use this space to note the key lessons you have taken from the TeamScape discussions.

Things you do that your colleagues feel do not help the team

Things you do that your colleagues feel help the team