Facet Personal Profile

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Company: Assessment Plus Marketing

assessment Plus Ltd
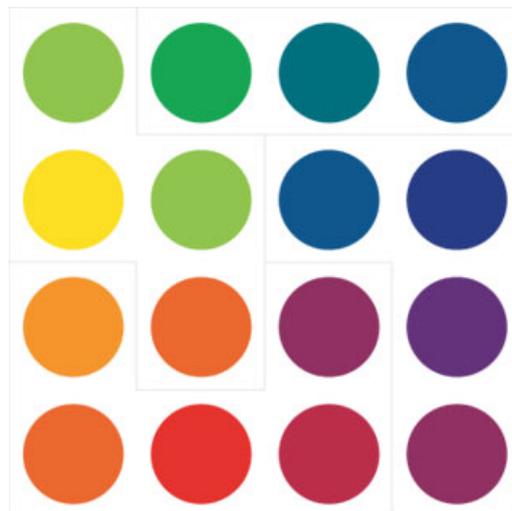
Introduction

The Facet5 questionnaire asked for your views on a range of issues. The questionnaire looks at attitudes, opinions and preferences and obviously there are no right or wrong answers. It is not a test, which you can pass or fail, and is more often called a profile, inventory or scale.

Facet5 is designed to look at those aspects which are relatively stable and consistent and which make you what you are. The results do not imply that you are right or wrong or that there are 'goods' and 'bads'. From this picture of you as a person we can develop some ideas about the way you are likely to react or behave in different situations. This report outlines these ideas but it is up to you to work out how accurate they are and how relevant they are to your present situation.

The factors of personality measured by Facet5 are generally considered by psychologists to be the five fundamental "Building Blocks" of a person. We each have a certain amount of each factor and it is this pattern of scores, which gives the picture. They are:

- Will - Determined, assertive, independent
- Energy - Enthusiastic, sociable, involved
- Affection - Open, sincere, warm, generous
- Control - Structured, orderly, self-disciplined

and a fifth factor, Emotionality, which interacts with the others and affects stress tolerance, confidence and emotional state. By taking different views of the same information we are able to look at a person from different aspects showing different "Facets" of character.

Although Facet's main factors are distinct sets of character traits, they are made up of a number of core elements as below:

These sub-facets can be extracted separately to show what "flavour" of the main factor is present. For example Will is composed of three "facets", Determination, Confrontation and Independence. Typically, Will scores that are either very high or very low will be reasonably equally composed of each facet. However, more moderate scores may be composed of three equally moderate scores or they may be composed of a mixture of high, medium and low "facet" scores. By splitting the "facets" out of the main factors, it is possible to qualify the interpretation of a Facet5 profile considerably.

We generally show a person's profile using a chart where each scale is divided into 10 points. This particular type of scale is called a "sten" scale, which stands for "Standard Ten". In this type of scale extreme scores (high or low) are more significant in making up a person's type than more moderate scores. Your Facet5 profile and the breakdown of the "facets" for each factor is shown on the following pages.

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

Overall Profile

This profile shows your scores on the Facet factors. Each score ranges from 1 to 10 and the average is 5.5. It is not important whether the score is high or low but how far it deviates from the mean score. Scores which are above 7.5 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: 7

Energy: 4.5

Control: 1.9

Affection: 3.3

Emotionality 6.4

1 2 3 4 5 6 7 8 9 10
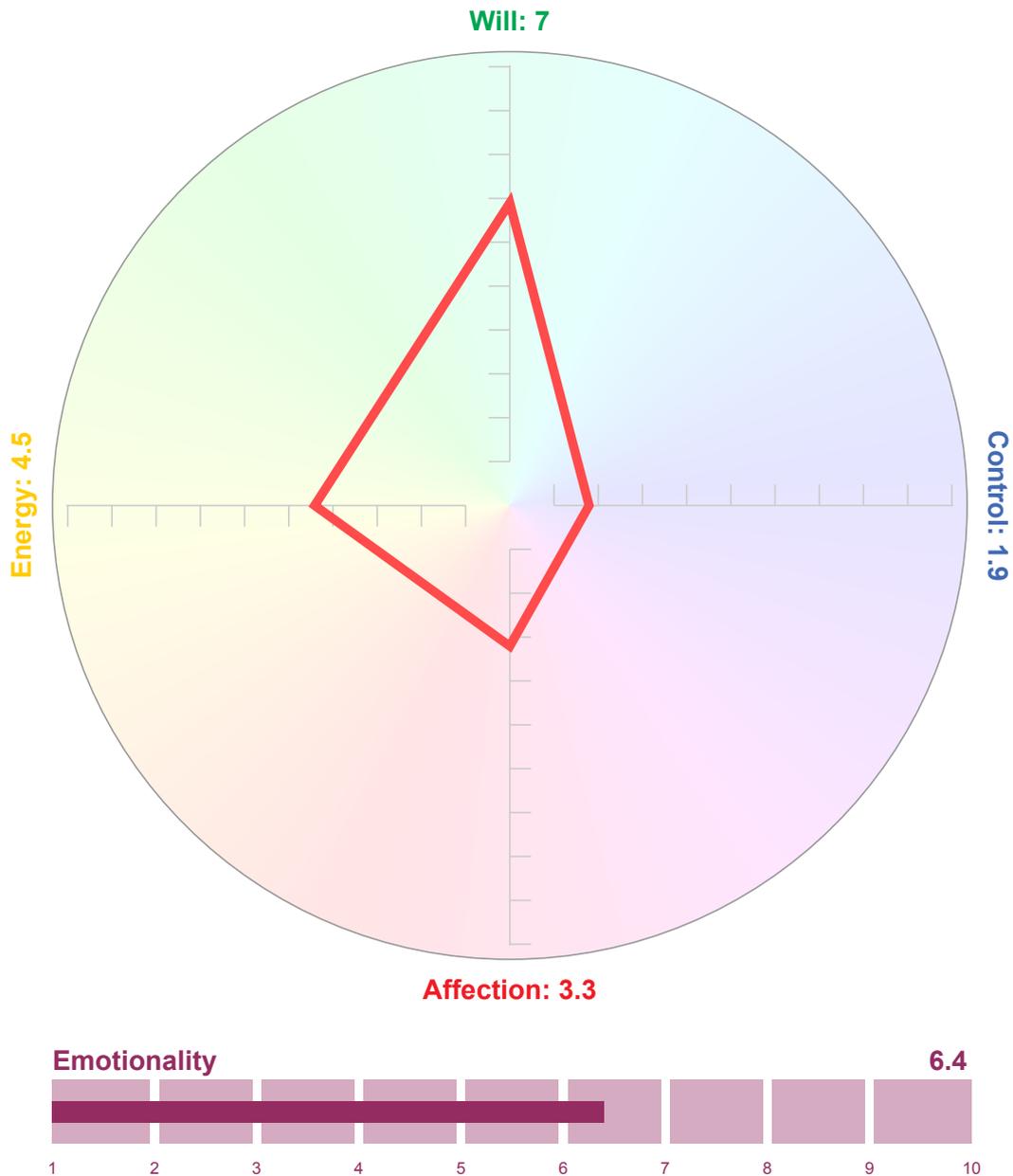
Norm Group used: English Speaking

Norms are based on a sample of over 18500 Facet5 profiles completed in English. 65% completed the profile on paper. 65% were male. The profiles were collected from the EU, North America and Australasia. The largest numbers were from IT, Manufacturing, Financial services and the Public Sector. For full details contact your Facet5 distributor.

Will   7

1	2	3	4	5	6	7	8	9	10
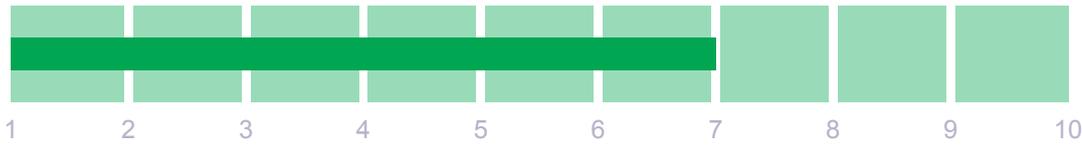
People with high scores on Will are seen as dominant, determined, committed and independent. The key is a strong motivation based on firmly held beliefs. Characteristics are firmness, single-mindedness and goal direction. Less favourable qualities are stubbornness and rigidity of view. People with lower scores are more flexible and willing to listen. They don't have strong views and can be talked out of things if strongly challenged. Some may see them as too easily convinced and dependent. Will scores can be broken down as follows:

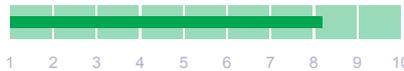## Low Scores   High Scores

Low Scores	Determination — 8.2	High Scores
Strengths include		**Strengths include**
decides carefully with all the data		quick to tell other people what to do
listens and changes views quite easily		determined to stick to their views
amenable to others - willing to fit in		willing to take responsibility for events
May be seen as		**May be seen as**
unwilling to take quick decisions		autocratic and pushy
easily swayed by alternative arguments		unwilling to listen to others
too willing to fit in with other people		too quick to impose on others

Low Scores	Confrontation — 5.5	High Scores
Strengths include		**Strengths include**
willing to adapt to another's argument		can hold their own when challenged
tries to remain moderate and calm		effective in face to face argument
doesn't buy in to arguments		quick to react and confront issues
May be seen as		**May be seen as**
unwilling to face issues		argumentative
avoids issues, hoping they'll get better		too quick to act and hard to hold back
too quick to give in to an argument		overly aggressive and demanding

Low Scores	Independence — 7.2	High Scores
Strengths include		**Strengths include**
willing to consult and seek advice		able to work independently
needs a team and accepts direction		goes own way even when opposed
flexible and willing to fit in		is guided by a strong beliefs
May be seen as		**May be seen as**
too dependent on other people		isolated and inflexible
too flexible		unwilling to bend and adapt
too easily led by others		only in a team if they are the leader

Comments: The keynote of your style is a strong driving determination to get your view across. You are quick to direct and instruct people and have a strong sense of vision and purpose.

Energy   4.5

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
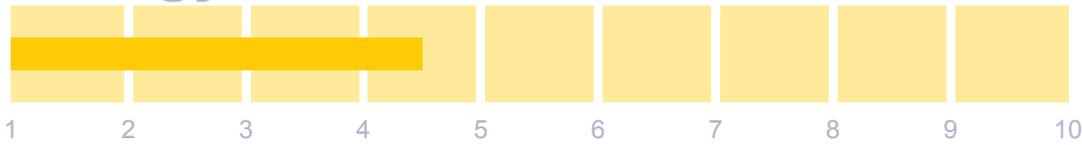
As the name suggests, high scores are energetic, alert, active and enthusiastic. They are gregarious, competitive, fun loving and sociable. They are optimistic and excited about new ventures. Too much Energy can lead to over-commitment. Low scores are quieter, more reserved and private. They keep to themselves, can seem shy and take some time to get to know but make very good long term friends. They don't like social events and can seem distant, cool and aloof to colleagues who want them to join in more. Energy scores can be broken down as follows:
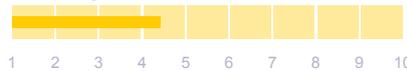
Low Scores   High Scores

Strengths include	**Vitality** 4.4	**Strengths include**
doesn't get overexcited		enthusiastic about new ideas
can be unobtrusive	1 2 3 4 5 6 7 8 9 10	willing to start things going
are reserved and self-reliant		obviously excitable
May be seen as		**May be seen as**
aloof and distant		exhibitionist
unenthusiastic about new ideas		frivolous
cool		impulsive

Strengths include	**Sociability** 4.3	**Strengths include**
do not need company to work		can make people feel involved
can build long lasting relationships	1 2 3 4 5 6 7 8 9 10	willing to be part of a family
can keep family and work separate		makes contacts and friends easily
May be seen as		**May be seen as**
unwilling to mix		too much in need of company
uninvolved		quick to interfere
makes people feel unwelcome		socially pushy

Strengths include	**Adaptability** 4.9	**Strengths include**
develops ideas independently		discusses broadly before acting
thinks carefully before speaking	1 2 3 4 5 6 7 8 9 10	able to adapt to changing evidence
is capable of sticking to own area		involves others in decision process
May be seen as		**May be seen as**
unwilling to tell others their ideas		unable to decide independently
slow to recognise new ideas		too quick to change views
overly specialised		lack of depth of understanding

Comments: 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.

Affection   3.3

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
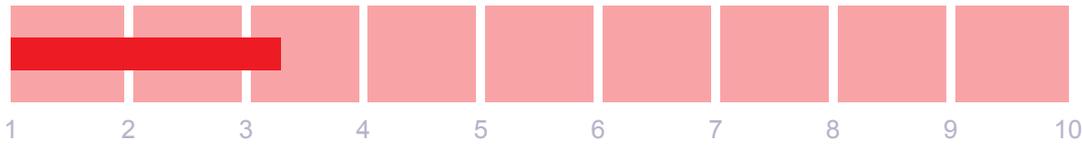
People who score strongly on this dimension are genuinely positive about other people. They are typically warm and supportive, responsive to others' needs, sympathetic and understanding. They are open-minded and receptive to new ideas. They tend to be selfless and are prepared to sacrifice their own interests for others. They are loyal and trusting, but may be taken advantage of by more cynical people. Low scores are more pragmatic and business-like. They are quick to seize opportunities and take advantage. They take decisions quickly and don't get confused by alternatives. Some people will see them as cynical and unsympathetic. Affection scores can be broken down as follows:
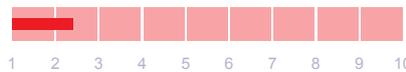
Low Scores   High Scores

Low Scores		High Scores
Strengths include	**Altruism** 2.4	**Strengths include**
can detect an opportunity		keen to try to help others
can protect their own interests	1 2 3 4 5 6 7 8 9 10	puts other people's needs first
can focus on immediate gains		do not take advantage
May be seen as		**May be seen as**
self serving		idealistic
unwilling to help		naive
manipulative		blind to commercial advantage

Low Scores		High Scores
Strengths include	**Support** 3.7	**Strengths include**
can be tough when required		always looks for the good in people
the capacity to see through flattery	1 2 3 4 5 6 7 8 9 10	supportive when there is a problem
healthy cynicism		willing to give a second chance
May be seen as		**May be seen as**
unsympathetic		overly uncritical
harsh in their judgment of others		too forgiving
critical and unwilling to forgive		too soft on people

Low Scores		High Scores
Strengths include	**Trust** 3.7	**Strengths include**
recognises those taking advantage		believes in people
rarely taken advantage themselves	1 2 3 4 5 6 7 8 9 10	works toward a common good
protects the organisation in deals		willing to believe and trust
May be seen as		**May be seen as**
suspicious		naive and easily conned
cynical		idealistic
distrusting		overly trusting

Comments: You tend to concentrate on what is important for you and may even appear to use situations to your own advantage. Softer and more gentle people may feel you are somewhat self-centred and shrewd.

Control   1.9

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
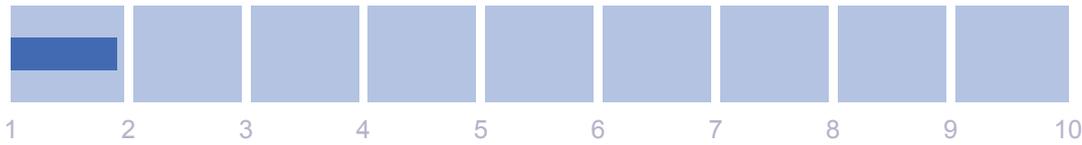
The keynote here is self-control, constructive self-criticism and conservatism. Highly controlled people like order, structure, planning and prefer to think ahead. Duty and responsibility are cornerstones of Control and such people will become frustrated and disillusioned if others don't share their views about right and wrong behaviour. They are conscientious, loyal and ethical and can be relied upon to apply themselves consistently to their duties. Low scores are more easy going and laid back. They tend to live for the moment and take things as they come. They are uncritical and liberal in their views. They can seem to be casual, unplanned and even unreliable. Control scores can be broken down as follows:

Low Scores   High Scores

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

Discipline   1.4

| 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

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   2.3

| 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

May be seen as
inflexible in their beliefs
authoritarian
conventional

Comments: You have a very laid back and permissive approach to life. Your own freedom is very important to you and you prefer not to impose rules and regulations on others. You are generally free thinking and unconcerned by details. Some people may feel your approach is rather too unstructured, with insufficient attention to detail and planning.

Emotionality   6.4

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  1      2      3      4      5      6      7      8      9      10
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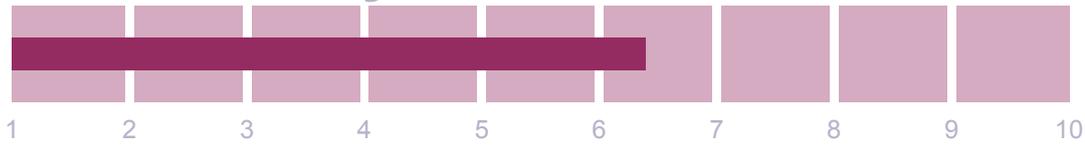
At higher levels the person is more volatile and unpredictable, emotional and easily upset. They worry more and can lack confidence in themselves. They need more support and encouragement. However they can be exciting and charismatic. In general we start to see more of the negative attributes of other factors going through into every day life. In general, the higher the Emotionality score is the less predictable and consistent is the picture revealed by the other four factors. Unemotional people are stable and predictable. They don't get flustered or panicked, and take things as they come. Some people may see them as unexciting. At low levels of Emotionality, 'what you see is what you get'. Emotionality scores can be broken down as follows:

Low Scores   High Scores

Tension   6.3

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1   2   3   4   5   6   7   8   9   10
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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
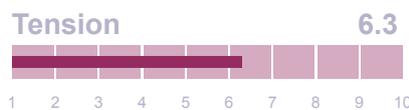
Strengths include
focuses more as events get close
sensitive to changes around them
seeks to change themselves

May be seen as
anxious
self critical
nervous

Apprehension   6.4

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1   2   3   4   5   6   7   8   9   10
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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
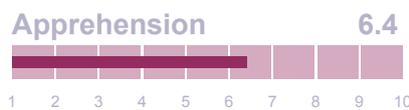
Strengths include
prefers to stick to what they know
double checks to avoid errors
doesn't make assumptions

May be seen as
negative and overly cautious
pessimistic
uncertain and moody

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

Family Portrait

What are Facet Families

Facet5 shows a person's profile using a chart where each scale is divided into 10 points. This particular type of scale is called a 'sten' scale that stands for 'Standard Ten'. In this type of scale extreme scores (high or low) are more significant in making up a person's type than more moderate scores. All combinations of scores are possible on a Facet5 profile. Sten scores which are more than 1 score apart would normally result in noticeable differences in behaviour. On this basis there are 1,000,000 possible combinations of scores that would give noticeably different profiles. For convenience we have divided up this huge number of possible patterns into a limited number of 'families' of similar profiles. So a Facet5 Family is a group of Facet5 profiles that are broadly similar in appearance.

How are they calculated?

To calculate Facet5 Families we have divided each of the 4 scales into high and low scores (we exclude Emotionality from this group). This reduces the number of possible combinations to 16 but only by forcing all scores to be declared either 'high' or 'low'. This is unfortunate for those people whose scores are more moderate and who may genuinely be classified as 'average' on a particular scale. Facet5 allows for this by introducing a 17th profile that is a combination of moderate scores on all scales.

Facet5 also differs from some other models in the way it decides to which family a profile belongs. Whereas some processes use a "decision tree" approach to determine the classification, Facet uses a more sophisticated "distance" model. Your profile is compared to 17 reference profiles and a statistic is calculated for each comparison. The statistic (Euclidean D^2) is a measure of how similar your profile is to the 17 reference profiles. D^2 has a minimum score of 0 (where you are a perfect match for the reference family) to 324 where you are as far away as possible from the reference family. These 17 statistics are then compared to each other and the lowest one chosen as the one to which you are closest. A D^2 of between 3 and 4 indicates a close fit. Facet5 will then assign you to that "Family". The report shows your profile and the "reference" profile so you can see immediately how close the fit is. Note that occasionally a profile may be close to more than one family. In this case it is possible to see the alternative families for comparison.

Each family is given a specific 'Family Name' which characterises it. Your Family portrait is shown on the following page. You will see two profiles on the chart. The first is your own profile as you saw it previously. Second you will see a faint profile which is the reference profile for your Family. The similarity between the two profiles will indicate how close you are to that reference profile. The Family Portrait is designed to give a quick overview under a limited number of key headings. It gives a broad summary, describes the type of

contribution you would make to a team, your strengths as a leader and what you manager needs to do to help you be effective. Finally there is a brief summary of the types of roles you are likely to motivated by. Each of these areas is expanded upon in other Facet reports.

Family Portrait

Will: 7

Energy: 4.5

Control: 1.9
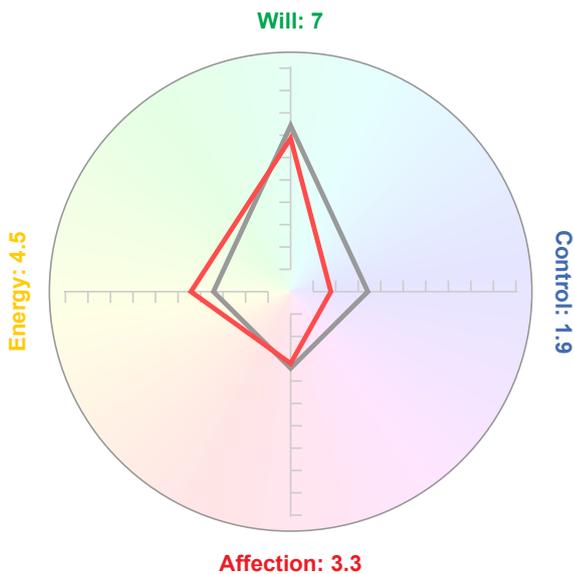
Reference Family: Architect

Affection: 3.3

Word Picture

- 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

As a leader

- Has a clear view of the way forward
- Can be exciting and original
- Not particularly sensitive to others
- Expects people to be self-motivated
- Doesn't manage closely
- Blunt about issues which matter
- Allows people to find their own way

Motivated by

- Control and influence
- Creating and thinking
- Taking all the important decisions
- Having own personal space and freedom to act
- Doing own thing

Contribution to a team

- Will take the lead to get own way
- Clearly outlines the way forward
- Accepts idiosyncrasies in others
- Wants a positive result
- May be rather too independent and maverick
- Can seem self-absorbed

To manage

- Pre-sell on new ideas
- Involve in challenging and difficult solutions
- Give responsibility, recognition and status
- Allow authority and control over the performance of others
- Allow them freedom but be prepared to be tough if required
- Praise successes personally and directly
- Respond to their need to advance and visualise future career success