Facet5

Facet Personal Profile
Vardenis Pavardenis

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ipm
international people management
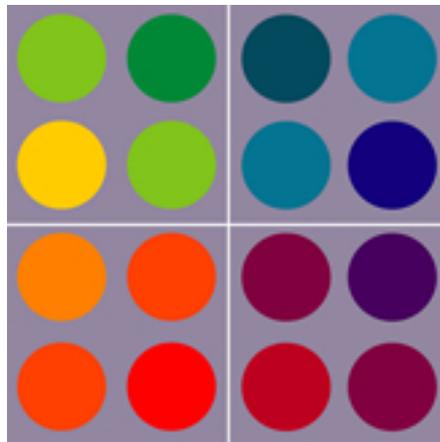
Family Portrait

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
7.5

Energy
3.5

Control
10

Affection
4.5
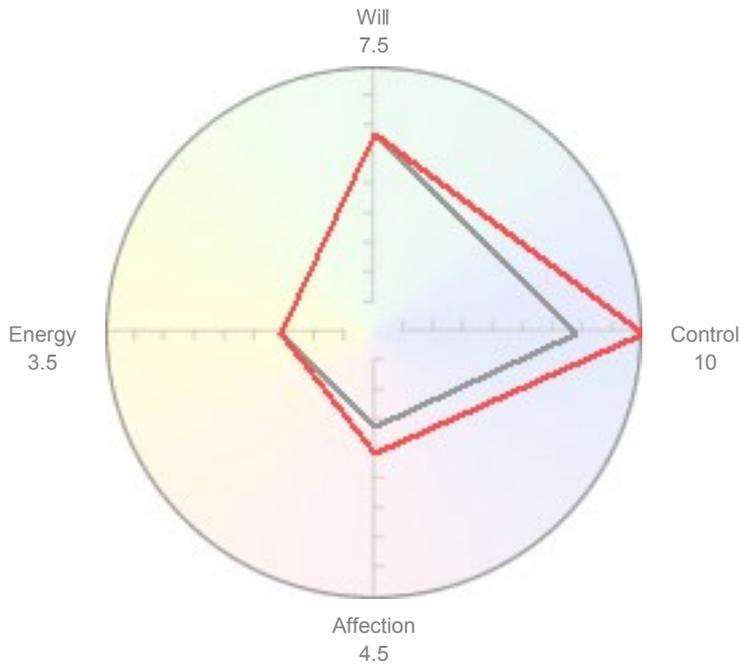
Reference Family: Producer

Word Picture

- 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

As a leader

- Focuses people on an agreed way forward
- Challenges and demands answers
- Sets and insists on high personal standards
- Defines clear goals
- Monitors performance closely
- Provides immediate feedback if performance falls short
- Expects people to achieve

Motivated by

- Managing performance
- Achieving targets
- Authority within own remit
- Creating and running a business
- Producing measurable results

Contribution to a team

- Provides a strong leadership position
- Has firm ideas on how things should be done
- Insists on effective contributions
- Clear vision and focus
- Can be demanding and unyielding
- May not be very creative in suggestions

To manage

- Present logical plan, refer to 'expert' opinion
- Provide scope for shaping and managing own area of business
- Keep relationships business-like
- Define required results - allow freedom to make own decisions about method
- Resist close managing
- Keep it brief - know what you want to say
- Suggest ways to improve through self-awareness, training and development

Effect of emotionality

Low Emotionality will bring out Vardenis's self-confidence. Vardenis may genuinely overlook problems or risks in the belief that they are trivial issues and should not be allowed to stand in the way.

Searchlight Review of competence

This guide specifies where a person's strengths will lie and identifies key areas for discussion at interview. You can structure the interview either as a "Behavioural Interview" where you are looking for real life examples under each of the Competencies or as a "Situational" interview where you pose a hypothetical situation and ask the candidate to outline how it would be handled. For more detail see the Searchlight Guide to Interview.

Competence can be defined as: 'behavioural dimensions that affect job performance'. Defining the key competencies required for a job is the first step in deciding who is 'competent' to perform it well. Research over many years has identified the following competencies to be related to success in many different managerial roles - a set of core competencies for success:

Leadership

Using appropriate methods or interpersonal styles in guiding individuals or groups toward the accomplishment of goals or tasks. This competency is concerned with the ability to adjust behaviours and approaches according to the situation and individual concerned.

The Facet5 model of leadership differentiates between Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is inspiring people to go above and beyond expectations.

Communication

The ability to express ideas succinctly and clearly, both orally and in writing, to convince others to consider a different point of view and to keep appropriate people informed of project progress.

Clarity, persuasiveness, enthusiasm and conviction are all relevant factors. While intellect will have a major contribution to make, social skills, confidence, resilience to stress and challenge are all influencing factors. Openness and willingness to co-operate are also important factors.

Interpersonal

The ability to be acceptable to internal and external clients and to respond quickly to their needs. Someone demonstrating this competency should be able to deal competently with a wide variety of people, both inside and outside the company.

The key to this is sensitivity to others and willingness to adapt appropriately. It has very little to do with being a "nice" person and more to do with empathy, pragmatism, flexibility. Some are people oriented, others, systems oriented, yet others concerned with ultimate goals or simply innovation and variety

Analysis and decision making

The capacity to identify problems, evaluate relevant facts, generate ideas and alternatives, and reach sound conclusions.

This is often seen as a sequential process starting with experience and moving to idea generation, analysis and finally theory building. Each personality factor has a strength but people are rarely good at all of these aspects. Complex problems may require all approaches to be used.

Initiative and effort

The active attempt to influence events in order to achieve goals.

It is a question of being self-starting, rather than passive and maintaining a high level of effort, even when faced with obstacles or disagreeable tasks. Somebody with this competence would be persistent, hardworking, pro-active, enthusiastic, and goal-oriented. Whilst some people respond to set goals, others determine their own targets and judge their own performance.

Planning and organising

Establishing a course of action for self and/or others to accomplish a specific goal, including planning the proper allocation of resources. This competency is concerned with establishing goals, budgeting time and setting priorities.

Self-discipline and goal-orientation are essential factors. Some people are naturally focused and do not overlook details, while others are only interested in the broad-brush approach.

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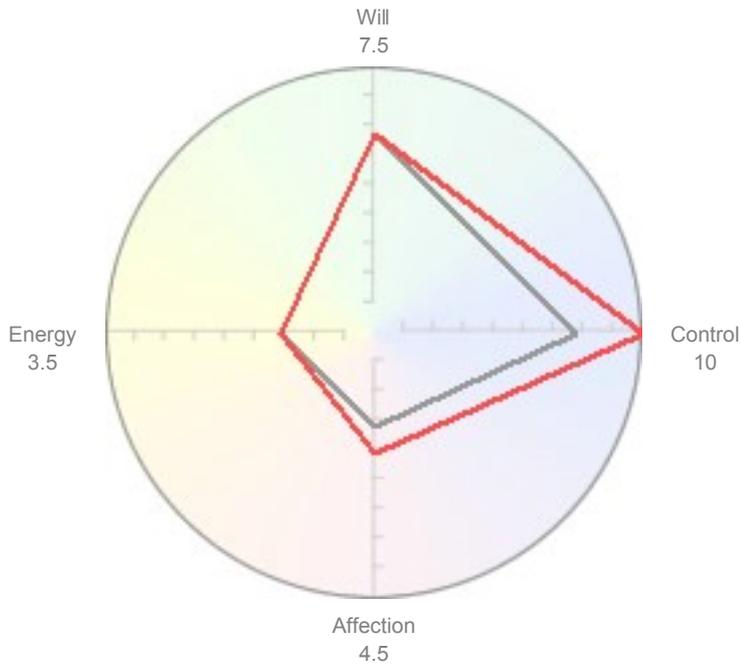
- **People like Vardenis are potent members of any organisation. There is a strong sense of purpose and firm ideas of how goals should be achieved. Vardenis is task oriented and keen to achieve measurable results.**

Leadership

You should expect:
- impressive with a sense of purpose
- presents objectives clearly to others
- gives feedback quickly
- monitors performance closely

You should watch for:
- demanding but rather unsympathetic
- can limit freedom and creativity

Interpersonal

You should expect:
- very professional and polished
- highly respected within an organisation
- appreciated for ambition and drive
- aware of business needs

You should watch for:
- intolerant of people who don't "fit"
- argumentative when people disagree

Initiative and Effort

You should expect:
- quick to take responsibility
- committed and goal-oriented
- drives hard and expects others to follow
- forceful in the pursuit of goals

You should watch for:
- expects people to do as they are told
- unwilling to make allowances

Communication

You should expect:
- expresses views forcefully
- concise in expression and plans carefully
- uses formal communication watches well
- expects people to get to the point

You should watch for:
- clinical and pragmatic
- sharply critical when disagreeing

Analysis and Decision Making

You should expect:
- efficient and practical decision-maker
- analysis based on logic and data
- quick to decide and to implement
- manages risk well

You should watch for:
- failing to consult
- disparaging others' ideas

Planning and Organising

You should expect:
- thinks ahead and builds workable plans
- delegates and gives clear instructions
- sets goals and monitors performance
- makes good use of available resources

You should watch for:
- entrenched and rigid once set on course
- sees people as "tools of the trade"

Leading Edge Guide to leading

This report describes how a person's manager needs to respond in order to motivate, inspire and manage. The report uses as a base the model of Leadership originally outlined by Bernard Bass which suggests that there are 7 core elements of leadership which people need to develop in order to be seen as successful. They break down into Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is required to inspire people to go above and beyond expectations.

Transformational Leaders

Transformational Leaders have a clear idea of where they want to go, are passionate and motivating to others. They are innovative and challenging. They create and communicate a vision, are intellectually stimulating and treat people as individuals. The elements are:

Creating a Vision - Visionary leaders are described as motivating, inspiring and convincing. A vision cannot be established by edict. To ensure that colleagues "buy in" to a vision you must persuade, excite and influence. People who do this well, communicate a sense of purpose and focus, make people feel they understand where the organisation is going, enthuse and motivate people about what can be achieved, appear passionate and committed to the work, and look to the future with enthusiasm.

Stimulating the Environment - People who do well are able to provide a positive and challenging environment for others. They make people think and re-examine their ideas and look for alternatives. They quickly see new applications and ways forward, are innovative and imaginative, are seen as experts and authorities in their fields, and are aware of trends and developments in their fields.

Treating People as Individuals - Creating an environment where people feel valued and encouraged to contribute, where they can explore their own talents and utilise individual strengths. People who enable others to do this are seen as positive and fair minded. They ensure justice and are not judgmental. They are attuned to the feelings and natures of their colleagues and show respect for them. Such people can establish a positive environment for each person in the team, get people to contribute in the way they work best, allow for individual differences, do not pre-judge people or impose their own prejudices. They are accessible and responsive to others needs. They accept people for what they are.

Transactional Leaders

Transactional Leaders have an ability to organise and manage people and resources to achieve the agreed corporate goals. They concentrate on setting goals, monitoring performance, giving feedback and developing people. There are four elements of Transactional Leadership

Goal Setting - Goals are the operationalisation of a corporate vision. They are the engine of activity, which provides a specific, practical focus for efforts. Goals need to be specific to ensure clear direction. They must be measurable so people know whether they are being met. They must be achievable since an unrealistic goal is de-motivating. They must be relevant so they convey a realistic sense of purpose and they need a time limit to crystallise them and provide an agreed end point.

Monitoring Performance - There is little point in setting clear goals if no effort is made to determine whether they have been met. Performance review can be very structured with centralised administration or more fluid relying more on the individual than the system. This helps a person to understand whether the goals have been achieved. The process for monitoring, the frequency of review and the individual responsibility for this review needs to be made clear.

Providing Feedback - Performance appraisal is a normal part of corporate life now. Feedback is designed to answer two questions:

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

And for feedback to be effective it must be:

- Understood
- Believed
- Accepted

Developing Careers - The key to developing others is to demonstrate genuine interest and concern for them. It involves selflessness and a willingness to put others first. In order to achieve this you need first to understand yourself and, following that, understand the needs, interests and desires of other people. To be effective you need to also understand the political and organisational sensitivities that exist.

Leading Edge Guide to leading

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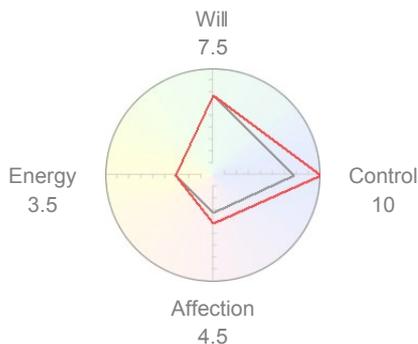
Creating a Vision

- Appeal to Vardenis's willingness to take on a challenge
- Sell the potential for improving efficiency
- Involve Vardenis in the development and give plenty of scope for Vardenis to input own ideas
- Present logical business sense arguments and refer to 'expert' opinion and future trends
- Emphasise the personal benefits and career advantages involved in the successful realisation of the vision
- Be clear about where you feel Vardenis fits into the bigger picture and that success depends upon Vardenis's contribution

Stimulating the Environment

- Respond to Vardenis's need for status, authority and responsibility
- Provide Vardenis with plenty of scope for shaping and managing an area of the business
- Motivate Vardenis by talk of challenging targets and measurable results
- Involve Vardenis in discussions where opinions and ideas are exchanged and challenged
- Keep very involved and reinforce the importance of Vardenis's own results to the overall success of the business

Treating People as Individuals

- Keep relationships on a very business like basis
- Respect privacy and the fact that people like Vardenis take themselves and their work very seriously
- Bear in mind Vardenis can be blunt and direct and respects others with the same qualities
- Allow Vardenis to contribute a viewpoint - there will always be one - and tactfully ensure that yours is listened to as well
- Ensure discussion centres on matters that concern Vardenis directly as people like Vardenis are always busy and resent unnecessary interruptions

Goal Setting

- Provide specific goals in terms of the end results required but allow Vardenis freedom to make decisions about how they are achieved
- Be aware of Vardenis's tendency to be autocratic and demanding of others - build in some specific and measurable targets to counteract this if necessary
- Link goals directly to overall business needs and emphasise the connection with efficient use of resources and self-improvement or career prospects

Monitoring Performance

- Resist any temptation to manage closely. People like Vardenis see themselves as very capable and expect to be trusted
- Recognise Vardenis's need for a manager who is tactful and respectful of ideas and contributions
- Arrange meetings to discuss progress but keep them brief and to the point
- Assert your authority if necessary using logical and rationale arguments
- Consult with Vardenis early if a change of plan is likely - people like Vardenis can be inflexible

Providing Feedback

- Keep it brief, and have a clear idea of what you want to say
- Praise Vardenis directly for a personal contribution, a sense of urgency and ability to progress independently with minimal back-up
- Use tact and be sure of your facts when giving negative feedback
- Be prepared for Vardenis to defend if criticised and to resist admitting mistakes
- Stick to your guns and give as good as you get, but allow Vardenis to save face

Developing Careers

- Vardenis's own career prospects will always be high on the personal agenda
- Encourage Vardenis's determination and assist in finding suitable outlets for ambition
- Vardenis's main development areas are likely to centre on the adverse impact that they can have on others
- Help Vardenis to recognise any limitations and suggest ways in which improvement might be made. Raise Vardenis's prospects through self-awareness, training and development

Overview of Work Preferences

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

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

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

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

The four intrinsic motivators that underlie career motivations are:

Power

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

Participation

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

Process

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

People

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

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

Overview of Work Preferences
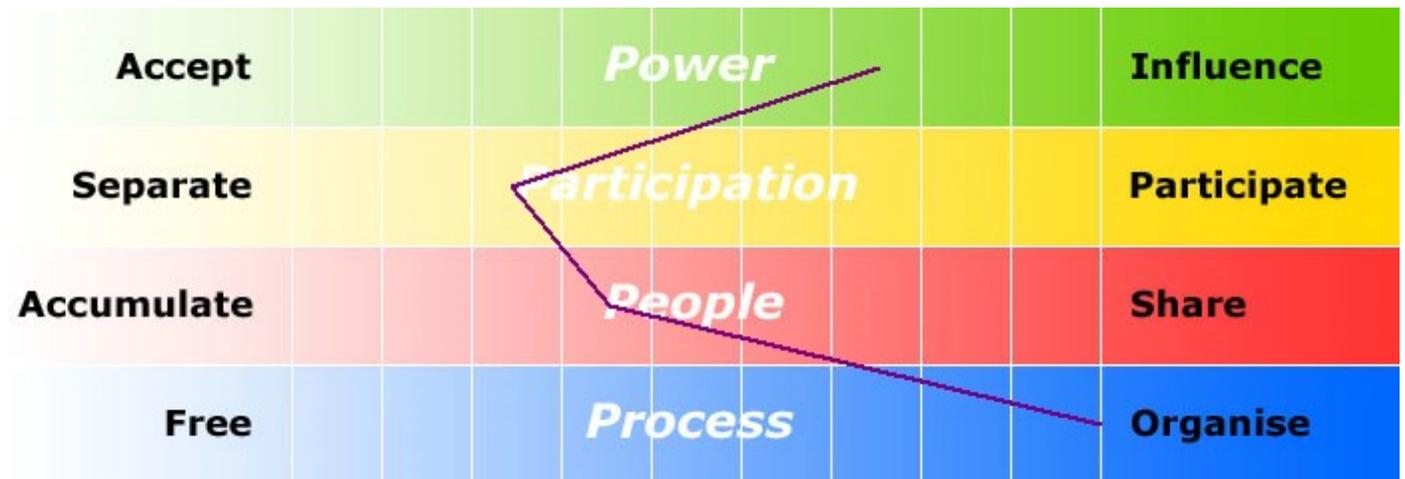
This pattern of Drivers suggest that Vardenis is best suited by a role which provides the following

- Managing performance
- Achieving targets
- Authority within own remit
- Creating and running a business
- Producing measurable results

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

- Freedom to manage own workload
- A position of respect and influence
- Being materially rewarded for achievements
- Being challenged
- Having promotional opportunities
- Doing work that requires precision and care
- A chance to develop specialisation
- Having the chance to act upon my beliefs and ideas

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

- Having to work in an active team
- Shared responsibilities and ideas
- A status-free environment
- Being asked to be creative
- A lot of people issues and development problems
- Not having my worth recognised
- A loud and overly friendly environment
- Unchallenging and easy work