

# Facet5

## Personal Profile

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Date 01/04/2023

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Company PTS (Mktg)

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Project

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**goal-focused non-judgemental** mature interested  
people-oriented **collaborative creative** trusting helpful  
**accommodating democratic** composed outgoing



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:

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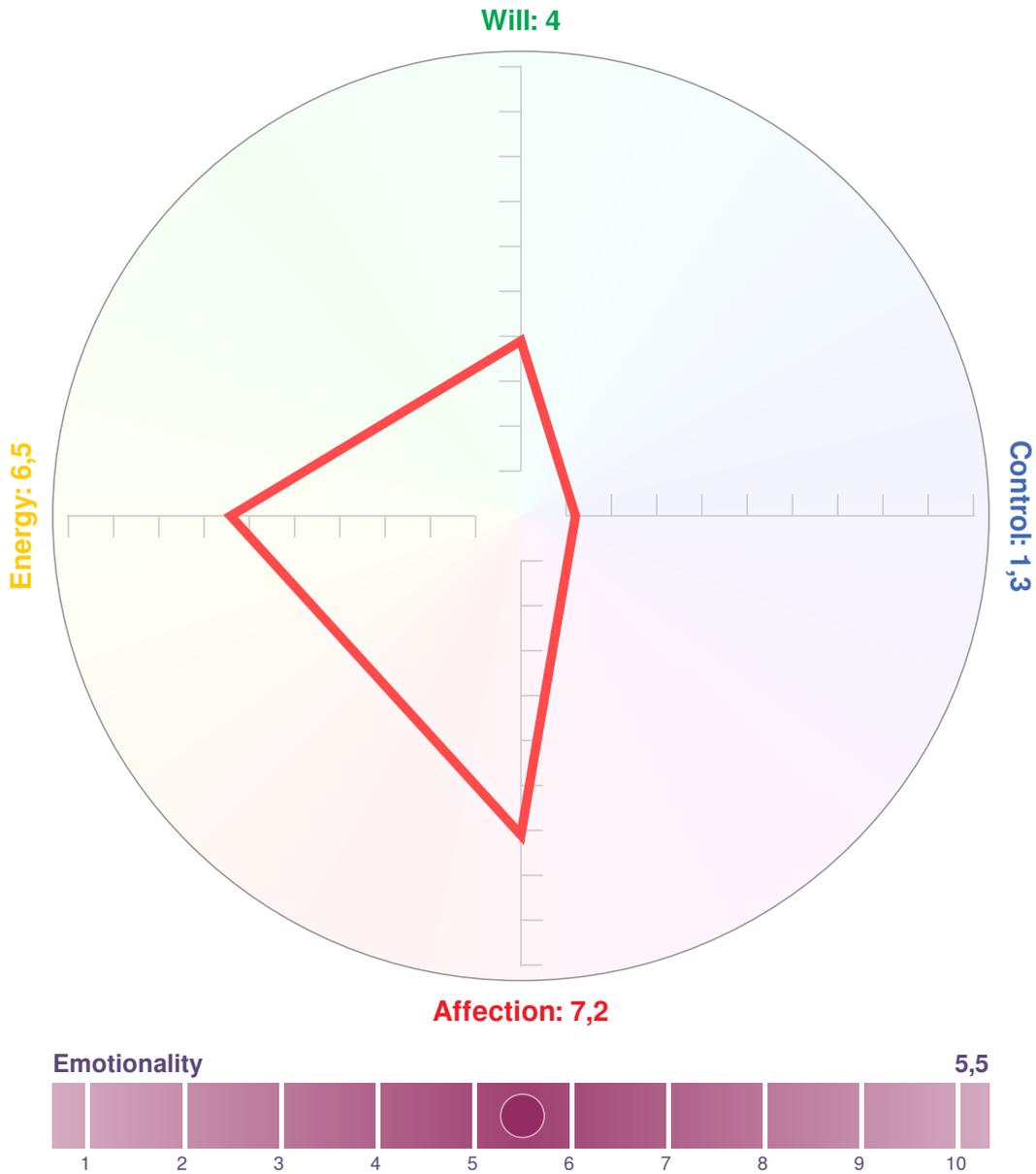
 <b>Will</b>	<b>Determination</b> <b>Confrontation</b> <b>Independence</b>	The inner drive to commit to own ideas A drive to confront issues as they arise A tendency to go your own way
 <b>Energy</b>	<b>Vitality</b> <b>Sociability</b> <b>Adaptability</b>	Obvious enthusiasm and energy Interest in being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

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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.



### Norms used: Italian 2022

The norm is based on profiles from 4762 people. These people completed Facet5 in Italian on the web. 56% were male. 44% were female. They represented a wide range of different industries and professions.

## Low Scores

## High Scores

- Benefits**  
Flexible  
Adaptable  
Accommodating  
Agreeable
- Risks**  
Unassertive  
Submissive  
Indecisive  
Timid



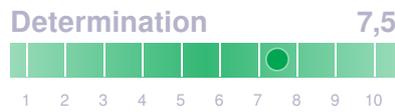
- Benefits**  
Determined  
Assertive  
Decisive  
Independent
- Risks**  
Domineering  
Stubborn  
Argumentative  
Opinionated

You have a very strong will streak in you but others may see you as quietly stubborn as you don't argue and don't involve them in your discussions. It may be difficult to fathom your real concerns since you are somewhat reticent and don't express your views easily.

## Low Scores

## High Scores

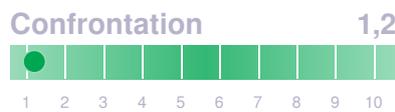
- Strengths include**  
decides carefully with all the data  
listens and changes views quite easily  
amenable to others - willing to fit in
- May be seen as**  
unwilling to take quick decisions  
easily swayed by alternative arguments  
too willing to fit in with other people



You have strong opinions and are assertive, determined and goal focussed  
You may be seen as too quick to impose your views and being stubborn

- 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

- 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 are patient and tolerant. You listen to others and avoid arguments  
You may be seen as ignoring your own interests to avoid an argument. Giving in too quickly

- 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

- 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 democratic and consultative. You involve others and ask their opinions  
You may be seen as overly dependent on team approval and support

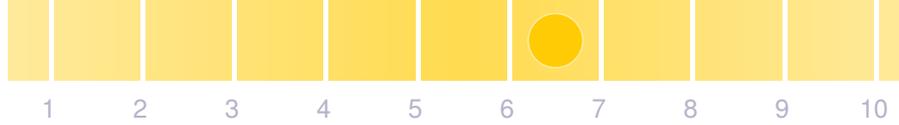
- Strengths include**  
able to work independently  
goes own way even when opposed  
is guided by strong beliefs
- May be seen as**  
isolated and inflexible  
unwilling to bend and adapt  
only in a team if they are the leader

## Low Scores

## High Scores

- Benefits**  
 Quiet  
 Confidential  
 Reserved  
 Undemonstrative
- Risks**  
 Aloof  
 Indifferent  
 Cool  
 Unsociable

### Energy



6,5

Your main approach is to talk to others, to involve them in your thinking and to try to come to a team decision. You are reasonably outgoing although not really the life and soul of a party - more at home with people you know.

- Benefits**  
 Energetic  
 Enthusiastic  
 Sociable  
 Friendly
- Risks**  
 Distractible  
 Disruptive  
 Interfering  
 Exhibitionist

## Low Scores

## High Scores

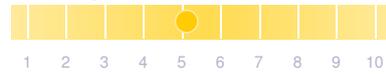
### Strengths include

- doesn't get overexcited
- can be unobtrusive
- are reserved and self-reliant

### May be seen as

- aloof and distant
- unenthusiastic about new ideas
- cool

### Vitality



5,1

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

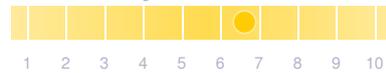
### Strengths include

- 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

### Sociability



6,6

You are accessible, enjoy being in a group and are comfortable in most social situations

You may be seen as always need to know what's happening. Don't engage with more reserved people

### 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

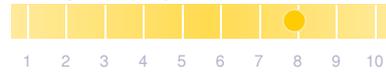
### Strengths include

- 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

### Adaptability



7,9

You consult broadly, using other's input to inform your thinking and decision making

You may be seen as over talking things rather than taking action. Being too chatty and garrulous

### 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

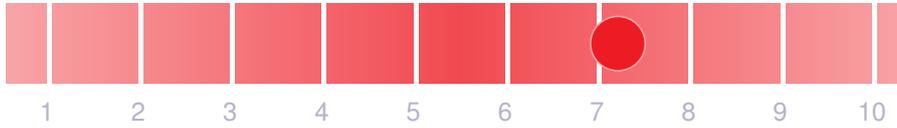
## Low Scores

## High Scores

**Benefits**  
Pragmatic  
Astute  
Businesslike  
Shrewd

**Risks**  
Self-Centred  
Cynical  
Hard-nosed  
Aggressive

### Affection



Your approach is generally sensitive and understanding although not to the point that you will allow yourself to be taken advantage of. On the other hand nor will you use others, treating people as individuals and providing support as necessary.

**Benefits**  
Caring  
Helpful  
Kind  
Trusting

**Risks**  
Naive  
Innocent  
Soft  
Gullible

## Low Scores

## High Scores

### 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

### Altruism



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

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

### 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

### 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

### Support



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

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

### 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

### Strengths include

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

### May be seen as

suspicious  
cynical  
distrusting

### Trust



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

You may be seen as too trusting of the people you work closely with. Unquestioning and naive

### Strengths include

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

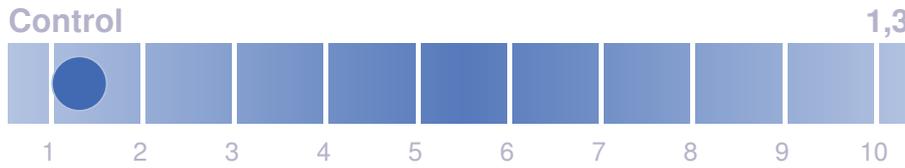
### May be seen as

naive and easily conned  
idealistic  
overly trusting

## Low Scores

## High Scores

- Benefits**  
 Creative  
 Uninhibited  
 Free Thinking  
 Radical
- Risks**  
 Irresponsible  
 Unreliable  
 Unfocussed  
 Unplanned



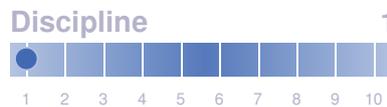
You have a very laid back and permissive approach to life. Your own freedom is very important to you and you prefer not to impose rules and regulations on others. You are generally free thinking and unconcerned by details. Some people may feel your approach is rather too unstructured, with insufficient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

- Benefits**  
 Planned  
 Reliable  
 Conscientious  
 Responsible
- Risks**  
 Authoritarian  
 Inhibited  
 Intolerant  
 Rigid

## 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



You champion the need for freedom and the autonomy to choose how to go about your work

You may be seen as disorganised and undisciplined. Constantly challenging rules

- 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



You are free thinking and non-judgemental. You adapt easily to changing situations

You may be seen as casual, irreverent, irresponsible and rebellious

- 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

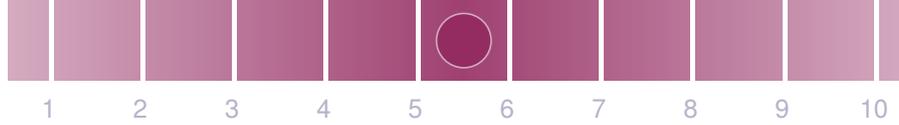
## Low Scores

## High Scores

**Benefits**  
 Optimistic  
 Consistent  
 Stable  
 Confident

**Risks**  
 Complacent  
 Casual  
 Unmoved  
 Dull

### Emotionality



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



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



You take on most tasks with optimism and confidence that you will succeed  
 You may be seen as surprised by events that could have been foreseen with more thought

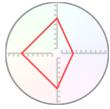
### Strengths include

prefers to stick to what they know  
 double checks to avoid errors  
 doesn't make assumptions

### May be seen as

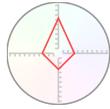
negative and overly cautious  
 pessimistic  
 uncertain and moody

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.



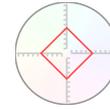
**Advocate**

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



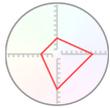
**Architect**

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



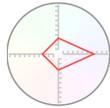
**Chameleon**

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



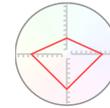
**Coach**

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



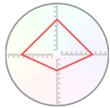
**Controller**

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



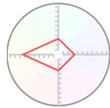
**Developer**

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



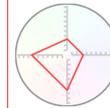
**Entrepreneur**

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



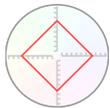
**Explorer**

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



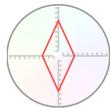
**Facilitator**

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



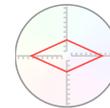
**Generalist**

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



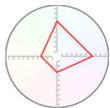
**Idealist**

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



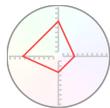
**Presenter**

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



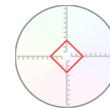
**Producer**

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



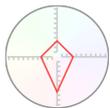
**Promoter**

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



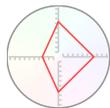
**Specialist**

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



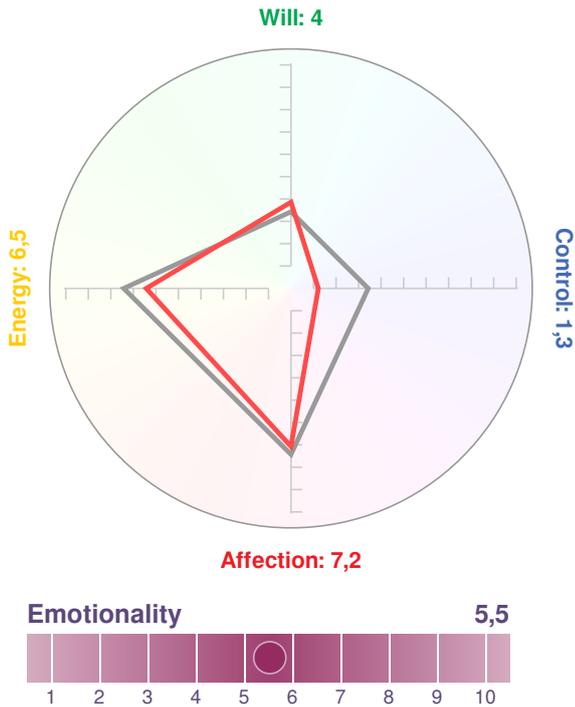
**Supporter**

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



## Reference Family: Facilitator

The Family Portrait report shows your profile and the "reference" profile so you can see immediately how close the fit is. You will see two profiles on the chart. The red one is your own profile which is overlaid on a grey profile which is the reference profile for your Family. The similarity between the two profiles will indicate how close you are to that reference profile. The Family Portrait gives a quick overview under a number of key headings.

## Word Picture

- Social and out-going manner
- Likes to meet people and exchange ideas
- Puts others' interests ahead of own
- Tolerant and understanding
- Can be too relaxed and friendly
- May seem to lack business focus

## Contribution to a team

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

## To Manage

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

## As Leader

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

## Motivated by

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

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

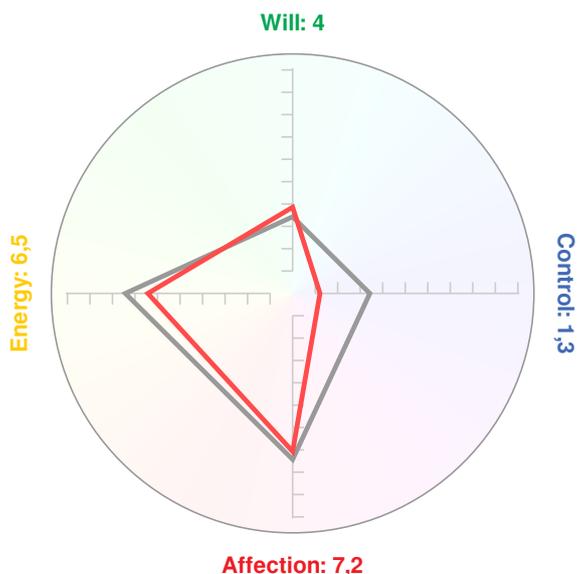
The active attempt to influence events in order to achieve goals.

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.



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

## Leadership

*You should expect:*

- encourages teamwork
- is concerned with people's well being
- focuses on colleagues' needs
- responds to requests for help

*You should watch for:*

- avoiding conflict and discipline issues
- too dependent on others' support

## Interpersonal

*You should expect:*

- a pleasant person to have around
- sociable and genuinely empathic
- likes to work in a team
- will build good working relationships

*You should watch for:*

- too responsive to others' wishes
- undemanding of other people

## Initiative and Effort

*You should expect:*

- responds to other people's wishes
- works hard on team projects
- brings an element of fun to work
- puts own wishes last

*You should watch for:*

- being too laid back and accepting
- failing to challenge unrealistic ideas

## Communication

*You should expect:*

- speaks readily and encourages contributions
- enjoys innovation and new ideas
- positive and helpful
- brings disparate views together

*You should watch for:*

- becoming distracted and chatty
- not listening properly - making assumptions

## Analysis and Decision Making

*You should expect:*

- values consensus and consults broadly
- encourages a range of possibilities
- tries to find a popular view
- can be radical and innovative

*You should watch for:*

- too quick to compromise
- lacking an independent opinion

## Planning and Organising

*You should expect:*

- likely to respond to things as they occur
- modifies and adapts to changes
- takes on a lot personally
- doesn't overload colleagues with work

*You should watch for:*

- likely to over-commit
- disorganised and careless about detail

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

## Transformational Leaders

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

### Creating a Vision

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

### Stimulating the Environment

People who do well are able to provide a positive and challenging environment for

others. They make people think and re-examine their ideas and look for alternatives. They quickly see new applications and ways forward, are innovative and imaginative, are seen as experts and authorities in their fields, and are aware of trends and developments in their fields.

### Treating People as Individuals

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

## Transactional Leaders

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

### Goal Setting

Goals are the operationalisation of a corporate vision. They are the engine of activity, which provides a specific, practical focus for efforts. Goals need to be specific to ensure clear direction. They must be measurable so people know whether they

are being met. They must be achievable since an unrealistic goal is de-motivating. They must be relevant so they convey a realistic sense of purpose and they need a time limit to crystallise them and provide an agreed end point.

### Monitoring Performance

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

### Providing Feedback

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

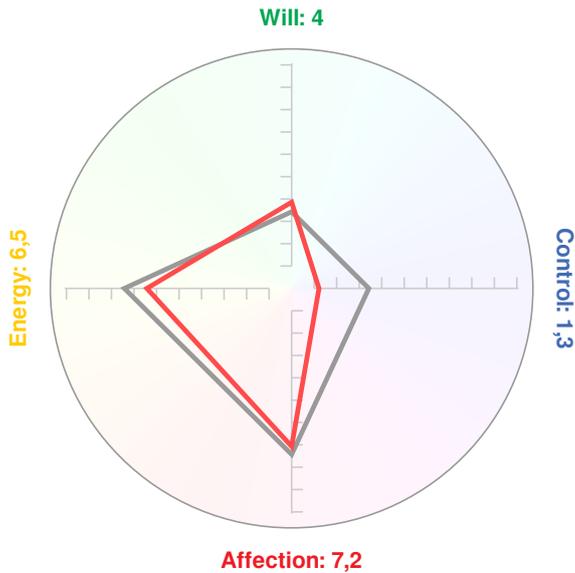
- What are we expecting?
- How are we doing?

And for feedback to be effective it must be:

- Understood
- Believed
- Accepted

### Developing Careers

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



## Creating a Vision

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

## Stimulating the Environment

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

## Treating People as Individuals

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

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

## Goal Setting

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

## Monitoring Performance

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

## Providing Feedback

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

## Developing Careers

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

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

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

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

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

## Motivators

The four intrinsic motivators that underlie career motivations are:

### Power

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

### Participation

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

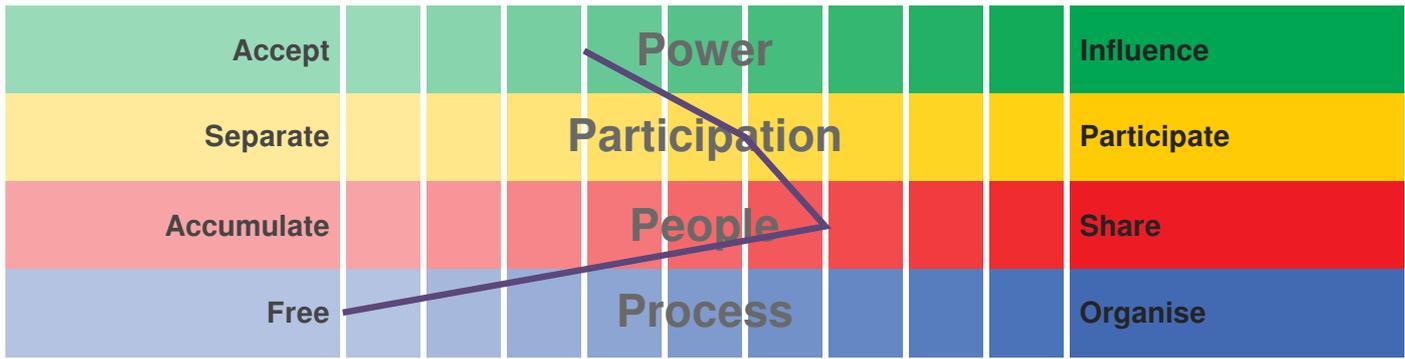
### People

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.

### 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.

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 describes the motivating and demotivating job elements associated with them.



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

- Team membership
- Transferring information to others and training people
- Helping develop people and ideas
- Introducing change that makes a positive personal impact
- Work which has meaning and value to others

**Research has shown the following job elements to be key to maintaining Daniele’s motivation and interest**

- Being part of a friendly and active team
- Consensus building and encouraging possibilities
- Helping develop people and ideas
- Introducing change
- Communicating and engaging broadly
- A variety of challenges to prevent boredom setting in
- Having close relationships with colleagues
- Meeting new people in and out of the company

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

- Inflexible systems or schedules
- Having to issue orders and instructions
- Formal structures and hierarchy
- Work that is very specialised and change resistant
- When people are not treated fairly or given a chance
- Work in a technical speciality
- Constant argument and conflict
- Having to give bad news