



Understanding Facet5

Five factors are now widely accepted as the fundamental building blocks of personality. These 'Big 5' have consistently emerged from research around the world as the irreducible minimum needed to give a comprehensive description of a person's personality.

Facet5 measures these five factors precisely and quickly to give the most accurate and easily applied portrait of individual differences in behaviour. Facet5 also allows a detailed breakdown of these five factors into 13 sub-factors (facets) to explore subtleties of behaviour at an individual level.

What are the Big 5?

The individual or group Facet5 profile underpins each of the applications.

There are four independent factors in the model:

Will

Determination, Confrontation, Independence

Energy

Vitality, Sociability, Adaptability

Affection

Altruism, Support, Trust

Control

Discipline, Responsibility

And there is a fifth factor:

Emotionality

Anxiety, Apprehension

which interacts with the others; and which affects stability, confidence and emotional state.

Who is Facet5 designed for?

Facet5 provides information at many different levels depending on your interest:

Professional psychologists

Facet5 provides Sten scores on five main factors and 13 sub-factors. It provides a convenient Family classification which gives a quick overview. Facet5 guides in the interpretation of factor and sub-factor patterns. You can 'drill' down to get greater understanding of factor and sub-factors. Facet5 provides a unique analysis of response patterns and item level response times to help identify motivational distortion patterns.

OD and PD consultants

Facet5 provides information at the individual, team and organisational level to identify cultural issues and team dynamics. Management and leadership requirements are spelled out in plain language.

Recruitment and selection consultants

Facet5 can see a person's key competencies at a glance and structure behaviour-based or situational interviews. Candidates can be compared and contrasted graphically.

HR professionals and line managers

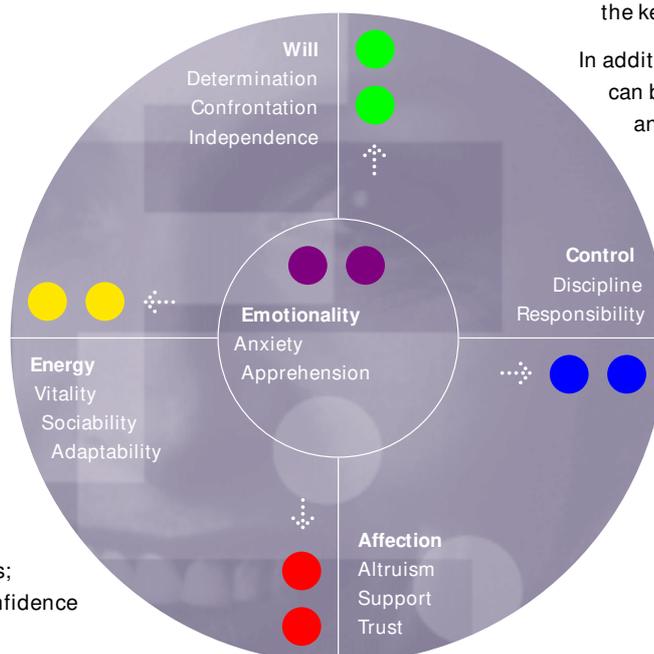
Facet5 can see how people need to be managed. Jobs and roles can be created or modified to provide maximum job satisfaction. A person's impact on a team can be predicted and managed effectively.

What do you get with Facet5?

Information is available immediately the questionnaire is completed on the web. All output is presented on screen with powerful graphical displays of key data. The Facet5 system will produce:

- An overall Facet5 profile
- A breakdown into 13 sub-factors
- Impression Management statistics
- A 'family portrait' summarising the key points

In addition a fully formatted report can be downloaded in pdf format and can be printed or emailed as required.



How does Facet5 work? ❖❖❖



1 Facet5 uses a web-based questionnaire to capture information. People respond to an emailed invitation and are taken directly to the Facet5 website.



2 Facet5 incorporates a highly developed 'semantic differential' response format which makes it very quick and easy to use. Most people can complete a Facet5 questionnaire in around 17 minutes.

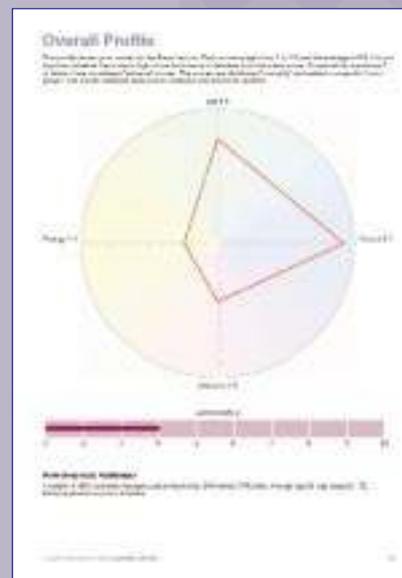


3 It is important that you can have confidence in the quality of the data you have collected. Facet5 monitors the responses as they are given and checks for unusual response patterns. For example a tendency to give non-committal or, on the other hand, extreme answers.

4 Facet5 also detects response patterns that are biased or distorted, either deliberately or un-intentionally. Facet5 uses Response Latency Analysis, a powerful new technique for detecting response bias or attempted Impression Management.



5 Facet5 data is processed instantly and is immediately available for review by authorised users. The system uses a combination of User IDs, passwords and 128-bit encryption to ensure the integrity of the information collected. The Facet5 profile shows the five core factors in a simple graphical format.



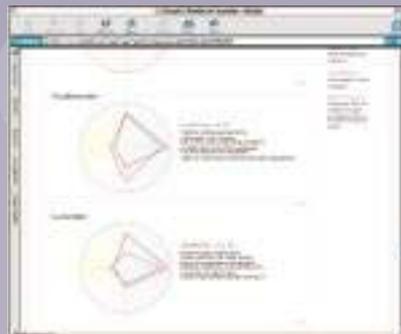


6 Facet5 also allows you to look at any factor in more detail. You can drill through the factors and sub-factors and even see samples of the items that produce the sub-factors.



7 Each Facet5 profile is fitted to its own Facet5 'family'. There are 17 families and each profile is compared to these. The one it is closest to is selected as representing that profile. This produces a family portrait which is a quick overview of the behaviours to be expected. It shows:

- a word picture
- how the person contributes to a team
- the style as a leader
- key work preferences
- management needs



8 To make sure that the selected family is the 'best fit' possible Facet5 also shows the 'close relatives' – the two families that are next closest for comparison.



9 Facet5 reports are shown on screen or can be produced as a fully formatted pdf for printing or emailing.

What are Facet5's professional properties?

Facet5:

- matches Big 5 theory, the pre-eminent model of personality
- follows a normative structure which allows valid comparisons between people or groups of people
- has national and international reference groups
- has the same scoring and norms for males and females
- has strong psychometric properties: re-test reliabilities range from 0.79-0.86; absolute scale intercorrelations are no higher than 0.3
- was designed from the outset for practical business use

A history of Facet5

Facet5 was created in the late 1980s. It was inspired by research done at Edinburgh University and developed with the enthusiastic assistance of some key UK, US and Australian companies. Since then there have been some significant milestones in development:

1994

The creation of the concept of Facet5 families to aid interpretation

1997

The creation of Facet5 modules, Searchlight, Leading Edge, TeamScape and Work Preferences to provide focussed applications

2000

A complete technical review and re-norming

2001

A move to the web for administration and delivery.
Creation of Response Latency Analysis for identifying Impression Management

2002

The creation of Audition for criterion based interviews.
Further validation studies in call centre management, telesales and consulting.
Development of Facet5 XT integrating 360° leadership and team review.
Remote capture of competency examples and ratings.

The development of Facet5 is continuous building on experience and integrating current psychological theory with 'best practice' in the human resource field.

Accreditation programme

To maintain its professional credibility and to ensure that it continues to develop in line with practical experience and current theory, Facet5 is available only to accredited people. Training in the interpretation and management of Facet5 information is necessary. A full accreditation programme is available on an in-house basis. Alternatively open programmes are held at regular intervals. The programme is in two parts.

Part 1 – covers the basics of Facet5 and its application to key areas of management development. This section also covers the background of Facet5 and focuses on the interaction effects of the 5 factors with special emphasis on unusual combinations.

Part 2 – covers the application of Facet5 to specific human resources issues. Using real data we build the model from initial introduction of the person through their integration to a team, their management and longer-term development.

The programmes are kept to a small number of participants and include participative exercises, individual work and discussion sessions to ensure that each person is able to learn in their most effective way.

The programmes are interactive using real data and situations. This way participants develop skills quickly and in a way which is immediately applicable. Learning Facet5 means learning about relationships. Materials include technical references, interpretation guides and case studies.



Understanding selection

Searchlight and Audition

For a person to succeed in a job they must be 'competent'. To succeed in an organisation they must fit!

This is the core of selection. Most selection processes focus on matching the candidate's 'competence' to the requirements of the job. This is highly effective for the first 12-18 months. However, beyond that time performance depends not so much on 'competence' but on 'organisational fit'. How well does the person match the organizational values and culture that have been built?

Facet5 makes it possible to look at both of these elements from the beginning. It can identify broad competencies or can be adapted to incorporate the results of detailed validation research:

- Where are the strengths?
- Where might there be issues to address?
- How do I find out?

Searchlight

The Searchlight report works at two levels. First it asks candidates to describe their experience under defined headings – the core competencies critical for most positions. Next, Searchlight takes Facet5 data and integrates it with these examples. For each competency an interviewer has available:

- Where does the candidate feel their strengths lie?
- How does this relate to the 'natural' strengths shown by the Facet5 profile?

By conducting a carefully structured interview based on this information (the Facet5 system also includes guidelines for conducting situational and behavioural interviews), selection processes can be more effective and decisions can be based on accurate information.



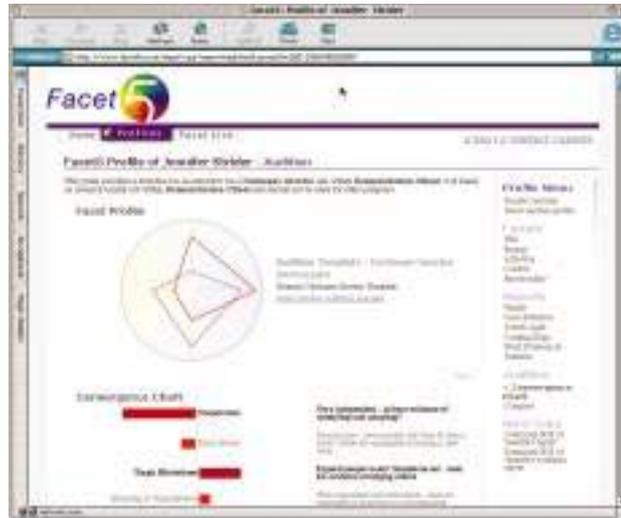


Audition

Audition is Facet5's way of relating candidates to specific 'roles'. By defining the core requirements of a role Facet5 can then link candidates to the roles and indicate exactly how closely they 'fit' the role required. Facet5 goes further and creates a detailed interview guide showing exactly which areas to probe, what questions to ask and what to look for in the answers.

Audition allows you to rank a group of people against a predefined template or to find the role which best suits a particular candidate.

Role templates can be created based on applied validation studies or through a detailed analysis of the required role. Any number of roles can be defined for your organisation.





Understanding integration

Overlays, Snapshots and TeamScape

'No man is an island entire of itself; every man is a piece of the continent, a part of the main.' John Donne

We are not alone. We work with others, we manage others and others manage us. Each of us makes a unique contribution to the work place but success ultimately depends upon our ability to integrate and work effectively with people. Facet5 helps us understand how best to do this by allowing comparisons to be made between the working styles of two or



more people. Such comparisons highlight the similarities and differences between individuals, allowing for a better understanding and appreciation of differing styles and thus facilitating the development of strategies for building effective working relationships.

Facet5 offers three different ways of comparing people. Facet5 **Overlays** and **Snapshots** provide a simple, graphical comparison of two or more individuals, whereas **TeamScape** provides a far more detailed analysis of a team's work style and how they solve problems and disagreements.

Facet5 Overlay's

These are particularly useful for comparing and contrasting small groups of people. The overlay provides a quick, visual summary of where the similarities and differences occur. It is a powerful aid to understanding the dynamics of any working relationship.

- Communication between a managing director of a high profile investment bank and his compliance manager was at an all time low. An overlay of their Facet5 profiles showed vastly differing styles and helped them pinpoint where their differences were causing problems. As a result both were able to develop behaviours to better manage their differences.
- The Board of a successful mobile communications business, wanted to understand the likely impact that a new board member would have on their team. An overlay was used to

help illustrate the different styles of Board members, and identify their collective strengths and issues that they might need to watch out for.

- Search and selection consultants wanted to find an effective way of summarising and presenting the relative strengths and weaknesses of short listed candidates to their clients. Facet5 overlays met this need.

Facet5 Snapshots

These provide a broader view of similarities and differences in styles and are most effective when dealing with large groups of people. Individual profiles are represented by a single point on the Facet5 chart. The clusters or patterns that emerge offer powerful insights into the culture and values operating at a team or corporate level.

- A major food manufacturing company needed to re-engineer of its supply chain management. But the project was quickly over budget and behind schedule. Lack of co-operation and poor communications were identified as causal factors. The implementation team of 62 people included an internal team chosen for their unique understanding of the business and external consultants chosen for their technical knowledge. The Facet5 Snapshot clearly illustrated the marked difference in styles between the two teams. They now knew why communications had broken down. Facet5 gave a language to describe interpersonal issues in a non-judgemental way, and pointers to a solution.



- A genetics company engaged in groundbreaking research has some of the sharpest minds in the world. But now they need to run a business. Who should do what? Snapshots help guide the decisions.
- A real life adventurer puts his and other's lives in the hands of his team. He really needs the team to work well together. Whether rowing the Atlantic, trekking to the North Pole or breaking the world circumnavigation record, he needs to know he can trust his team to deliver. He needs to understand and prepare for the inevitable difficulties. Snapshots show the strengths in the team.

Individual Contributions – what unique talents does each person bring?

The synergies – which people have a "like-minded" approach to issues?

TeamScape

There is no one type of person required to make a team perform. Organisations rarely have the luxury of being able to say, 'John has all the technical knowledge but is the wrong sort – find a different John'. Teams sometimes come together through careful planning and design. More often there's a large degree of serendipity. Who's available? Who's affordable? Who wants to do it?

Since we can't choose the people in the team to get a perfect blend we work with what we've got. We do that by understanding each other and learning to value the strengths and work around the weaknesses.

- A chief scientific officer loathes making decisions – he prefers to consult. Can the decision-making be allocated within the executive team?

- Following a corporate merger, a team of 20 pharmaceutical patent specialists were employed to rationalise the delivery of 600 products. The team were brilliant analysts, but the corporation needed fast, accurate decisions not alternatives. Team Scape showed the gaps and what needed to be done.
- A small family service company needed to expand rapidly without upsetting the existing business. How could they get better control of the cash position without alienating long-term clients? Team Scape identified key strengths within the executive.

Team Scape gives a powerful visual image of a team's work style and how they go about resolving differences. With specialised graphics Team Scape

clearly shows the effect of bringing a new person into an established team. Using a simple four-stage model of problem solving TeamScape identifies:

- **Individual contributions** – what unique talents does each person bring?
- **The synergies** – which people have a 'like-minded' approach to issues?
- **Potential flashpoints** – will people's different approaches affect a team's ability to get things done? If differences do arise, how can they be resolved?



Understanding management

LeadingEdge

LeadingEdge provides a guide for managing people. To manage effectively you need to:

- Work with people to identify and agree what must be achieved, specify what has to be done
- Show people how they will know whether goals have been achieved. Tell them when performance will be reviewed and whose job it is to do it.
- Tell people how things are going. Communicate in a way which they understand and which they will believe so that they accept the comments. Then change can be introduced
- Understand the people's individual needs and look out for ways to help them to reach the goals they set. Take time to work with others and show how they can improve.

Do all of this and you will deliver what is expected. You will be an effective manager. However if you can also:

- Paint a vision for people. Communicate a sense of purpose and make people feel they understand where the organisation is going. Enthuse and motivate people about what can be achieved. Convey a

sense of purpose and focus, appear to be passionate and committed to the work.

- Show the benefits of new ways and encourage others to rethink their ideas. Create a stimulating environment and a more motivated and positive work place.
- Treat people as individuals. Make them feel valued and encourage them to contribute. Let people explore their own talents and utilise their individual strengths.

Do this and people will believe in themselves and will scale new heights. You will make the transition from manager to leader.

LeadingEdge

People are not the same. They respond to different approaches. John may need to feel part of the team while Claire prefers to be given freedom to do things her way. Terry needs to know exactly what you want of him while Monika wants only the broadest of guidelines.

Leading Edge takes Facet5 data and integrates it with current leadership theory. For each person, LeadingEdge will give detailed guides so that your approach to them can be modified to get the most effective result.

With LeadingEdge as a guide you can make sure your management efforts are effective and demonstrate true leadership where each person is treated as an individual and valued as such.





Understanding development

Work Preferences

People have different needs – roles offer different rewards. The closer the fit between a person's needs and the rewards offered by the role, the more motivated the person will be. Satisfaction is greater and productivity increases. Turnover is reduced and morale is improved.

Different things motivate different people. Research in this area has identified a number of 'intrinsic motivators' and the Work Preferences model looks at four:

- **Power** – a person's need to be able to influence events and the people around them.
- **Participation** – a person's need to be with people and part of the scene.
- **People** – a person's need to feel they are contributing to the world at large and are helping to produce a 'better' society.

- **Process** – a person's emphasis on how things are done and the way in which a business is run, where there is a strong preference for efficient systems and processes and a respect for position and experience.

Facet5 research has also identified specific 'job elements' which are linked to each of these motivators.

Work Preferences

This report integrates your core motives (derived from Facet5 data), and identifies those aspects that you would want in a role and those which would be frustrating to you. By comparing

your responses to a database of known preferences, Work Preferences provides clear information about the specific job elements that are likely to appeal. The simple graphical layout makes it simple to understand and to implement. The report enables you to:

- Understand your overall preferences
- Evaluate your current role
- Design your 'perfect' role

