

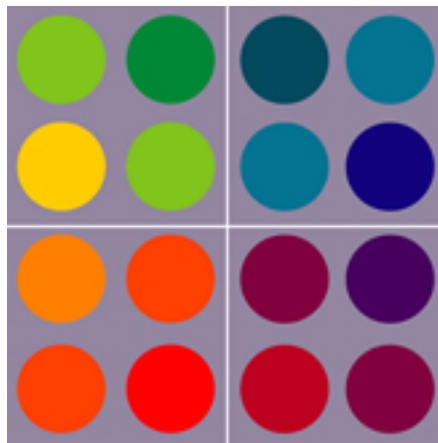


Facet Personal Profile

Sample

Date of Administration: 9.7.2012

Company: Thrive



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:

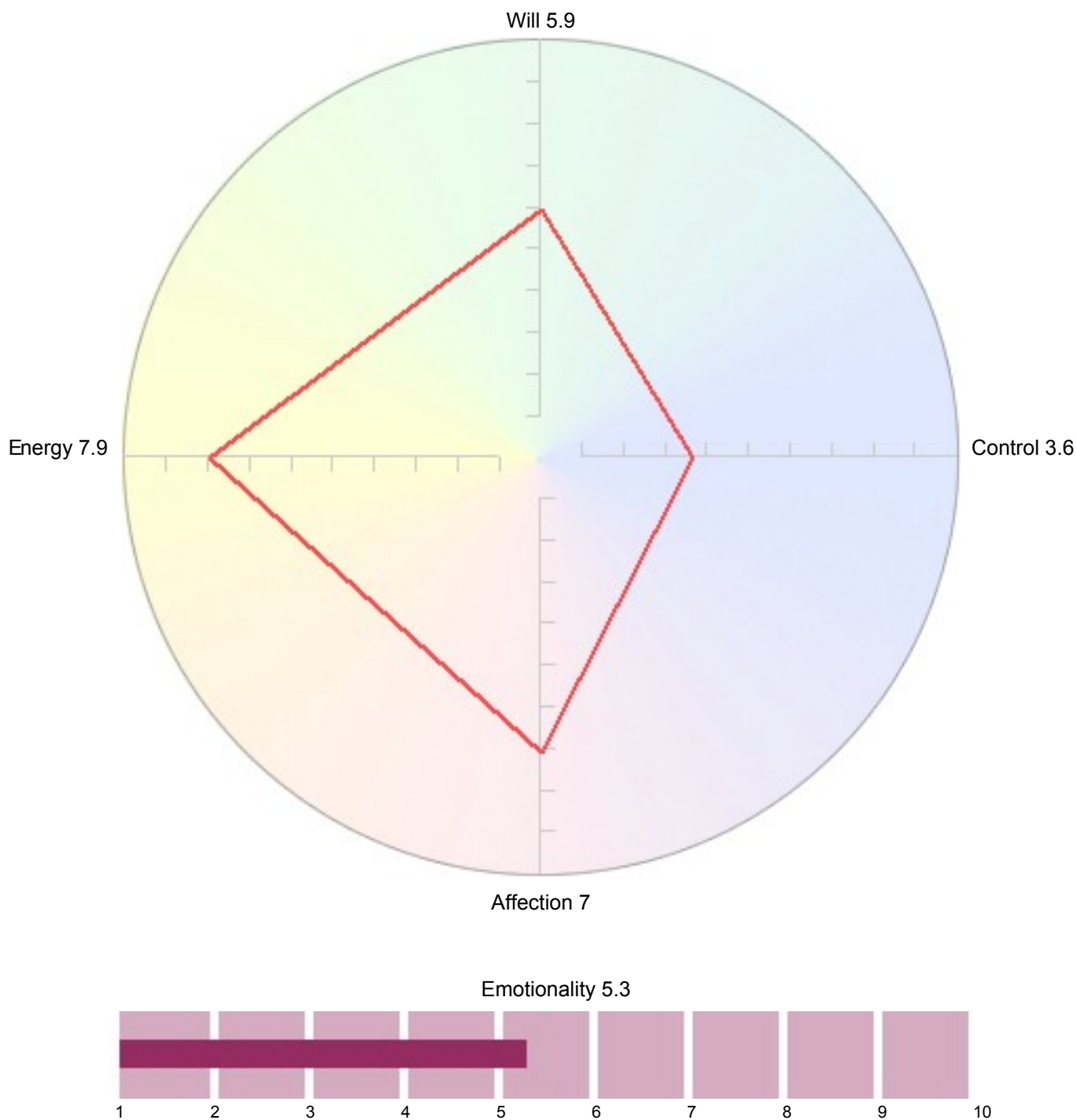
These sub-facets can be extracted separately to show what "flavour" of the main factor is present. For example Will is composed of three "facets", Determination, Confrontation and Independence. Typically, Will scores that are either very high or very low will be reasonably equally composed of each facet. 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 or below 4 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.



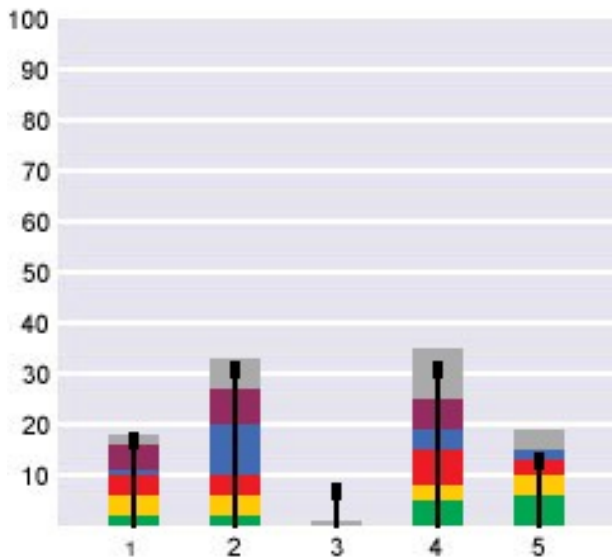
Norm Group used: English Speaking

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 UK, North America, Australia, Singapore and NZ. The largest numbers were from IT, Manufacturing, Financial services and the Public Sector. For full details contact your Facet5 distributor.

Questionnaire Statistics

Response Distribution

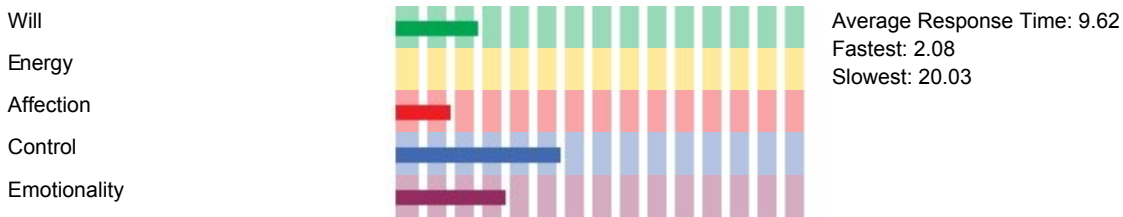
This chart shows the distribution of responses throughout the Facet questionnaire. The vertical bars show the expected pattern based on the responses to thousands of questionnaires completed in the past.



Factor	Response					Skip	Total
	1	2	3	4	5		
Will	2	2	5	6	15		15
Energy	4	4	3	4	15		15
Affection	4	4	7	3	18		18
Control	1	10	4	2	17		17
Emotionality	5	7	6	18	23		18
Not Used	2	6	1	10	4		23
Total	18	33	1	35	19	0	106

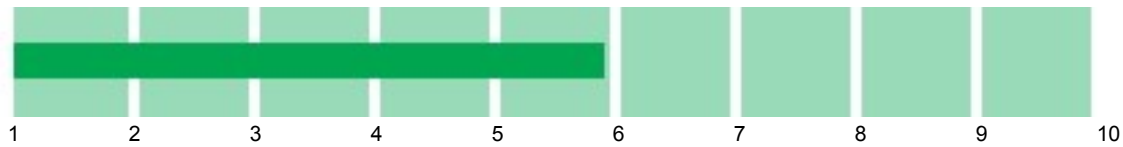
Response Latency

This chart shows the pattern of responses where extra time was taken to answer the questions. Where these responses are focussed on one or two factors it is possible that the overall score on those factors may not be accurate. Other sources of information should be examined to check the accuracy of such scores.



Will

5.9



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

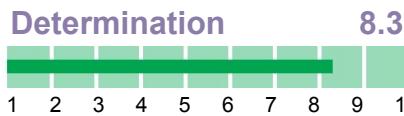
High Scores

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



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

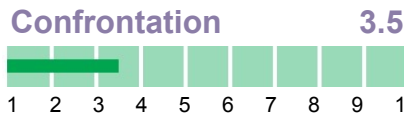
- autocratic and pushy
- unwilling to listen to others
- too quick to impose on others

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
- avoids issues, hoping they'll get better
- too quick to give in to an argument



Strengths include

- can hold their own when challenged
- effective in face to face argument
- quick to react and confront issues

May be seen as

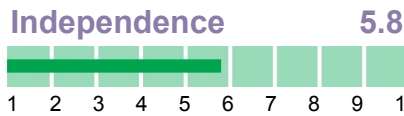
- argumentative
- too quick to act and hard to hold back
- overly aggressive and demanding

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



Strengths include

- able to work independently
- goes own way even when opposed
- is guided by a strong beliefs

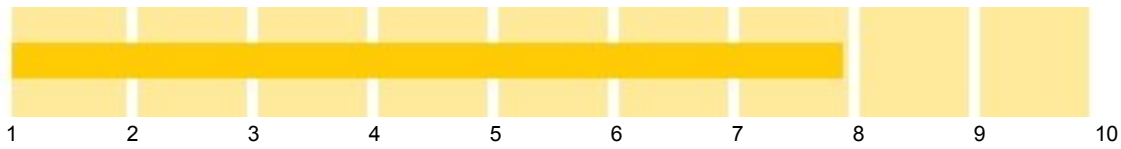
May be seen as

- isolated and inflexible
- unwilling to bend and adapt
- only in a team if they are the leader

Comments: You have a strong driving style but you tend go your way fairly quietly and to get things done without argument or fuss. In fact you are likely to back away from open confrontation and this may give some people the impression that you are giving in.

Energy

7.9



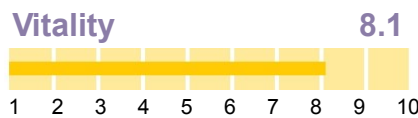
As the name suggests, high scores are energetic, alert, active and enthusiastic. They are gregarious, competitive, fun loving and sociable. They are optimistic and excited about new ventures. Too much Energy can lead to over-commitment. Low scores are quieter, more reserved and private. They keep to 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
 doesn't get overexcited
 can be unobtrusive
 are reserved and self-reliant

May be seen as
 aloof and distant
 unenthusiastic about new ideas
 cool

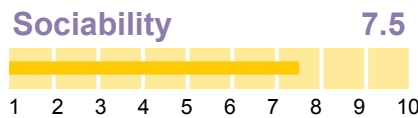


Strengths include
 enthusiastic about new ideas
 willing to start things going
 obviously excitable

May be seen as
 exhibitionist
 frivolous
 impulsive

Strengths include
 do not need company to work
 can build long lasting relationships
 can keep family and work separate

May be seen as
 unwilling to mix
 uninvolved
 makes people feel unwelcome

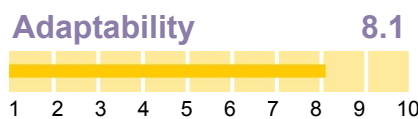


Strengths include
 can make people feel involved
 willing to be part of a family
 makes contacts and friends easily

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



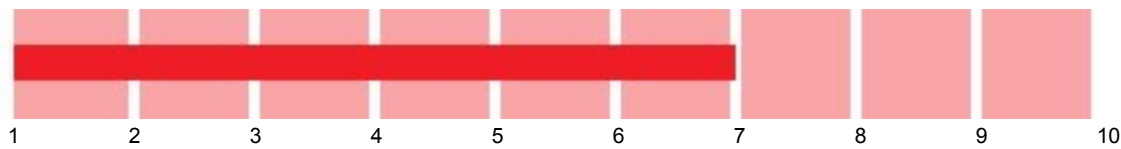
Strengths include
 discusses broadly before acting
 able to adapt to changing evidence
 involves others in decision process

May be seen as
 unable to decide independently
 too quick to change views
 lack of depth of understanding

Comments: Your style is very positive and involved, good at handling lots of things at once. You work best as part of a team where you are able to discuss things broadly and come to group decisions based on the circumstances. You are not overtly sociable, preferring the company of people you have had time to get to know.

Affection

7



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

Strengths include

- can detect an opportunity
- can protect their own interests
- can focus on immediate gains

May be seen as

- self serving
- unwilling to help
- manipulative

Altruism



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

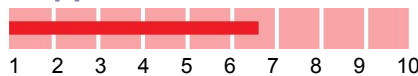
Strengths include

- 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



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



Strengths include

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

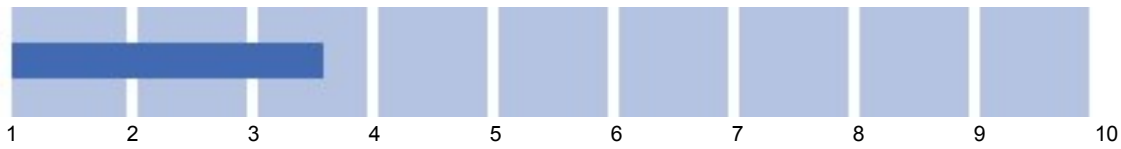
May be seen as

- naive and easily conned
- idealistic
- overly trusting

Comments: 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.

Control

3.6



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

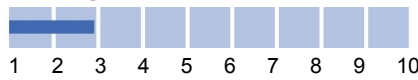
Strengths include

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

May be seen as

- easily bored
- undisciplined
- disorganised

Discipline



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

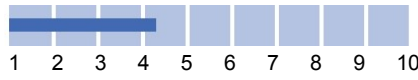
Strengths include

- adapt quickly to different situations
- interpret guidelines flexibly
- challenge the status quo

May be seen as

- irresponsible
- flighty
- rebellious

Responsibility



Strengths include

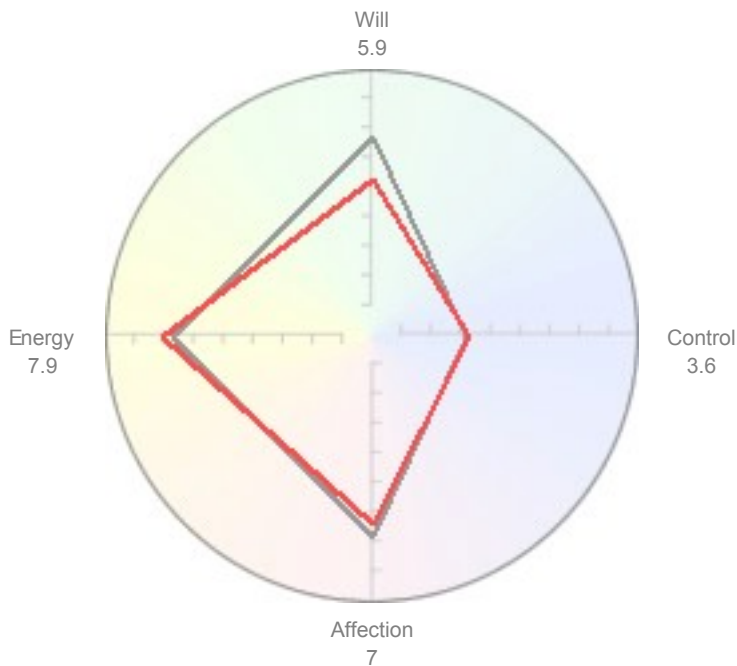
- strong sense of responsibility
- strict personal code of conduct
- work to high standards at all times

May be seen as

- inflexible in their beliefs
- authoritarian
- conventional

Comments: You are not particularly concerned with details and processes, preferring to look at broader issues and concepts. You are in no way irresponsible, but neither do you take a strong, judgemental view. You tend to handle things as they arise rather than planning ahead.

Family Portrait



Reference Family:

- **Advocate**

Word Picture

- 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

As a leader

- Exciting and visionary style
- Challenges and insists on open communication
- Trusts and believes in people's worth
- Encourages people to set stretching targets
- Relies on individuals to self-manage
- Gets involved and discusses broadly
- Champions the cause of own people - enjoys their success

Motivated by

- Promoting an idea with passion and enthusiasm
- Working with fun people
- Taking up a cause or mission
- Persuading on big issues

Contribution to a team

- Gets things moving and motivates others
- Likes to participate and discuss
- Has lots of ideas and is creative
- Speaks authoritatively and confidently
- Will have a vision which could stifle others
- Gets things out of proportion

To manage

- Encourage debate and new ideas
- Create an informal working environment - spontaneous, fun-loving
- Encourage a genuine interest in people
- Suggest/agree end goals but allow flexibility
- Insist on regular, but informal meetings- stay close
- Praise enthusiasm, intuition and flexibility
- Encourage new ideas - show how to win people's hearts and minds

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.

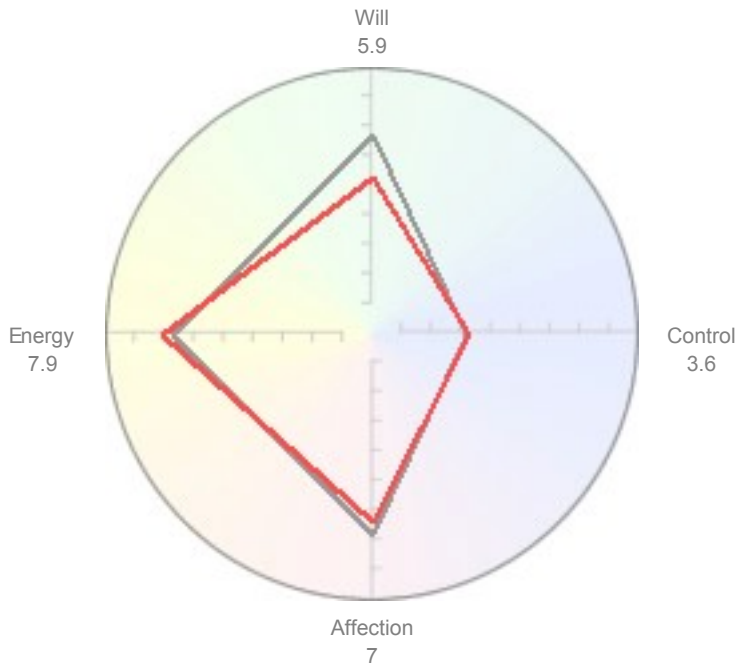
It is a question of being self-starting, rather than passive and maintaining a high level of effort, even when faced with obstacles or disagreeable tasks. Somebody with this competence would be persistent, hardworking, pro-active, enthusiastic, and goal-oriented. Whilst some people respond to set goals,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

Searchlight Review of competence



- **Natasha is an exuberant, out-going person who enjoys making friends and has a genuine interest in people coupled with a flexible, but focused, goal orientation.**

Leadership

You should expect:

- communicates an exciting vision
- persuasive and inspiring
- challenges ideas and debates openly
- very supportive of other's efforts

You should watch for:

- the potential to interfere
- stifling others ideas

Interpersonal

You should expect:

- popular members of an organisation
- communicate happily at all levels
- accepts people - non-judgemental
- defends and protects friends

You should watch for:

- can dominate the scene
- can become too familiar

Initiative and Effort

You should expect:

- takes responsibility readily
- has faith in self and desire to help others
- energetic in pursuit of targets
- handles many things at once

You should watch for:

- too quick to assume the lead
- setting unrealistic goals

Communication

You should expect:

- enthusiastic communicator
- encourages debate - enjoys talking
- insists everybody contributes
- persuasive and motivating to listen to

You should watch for:

- overly talkative
- circuitous arguments

Analysis and Decision Making

You should expect:

- encourages alternatives
- has own clear theories
- quick to implement and try things
- convinced by feeling as much as logic

You should watch for:

- too quick to commit
- overly complex theories

Planning and Organising

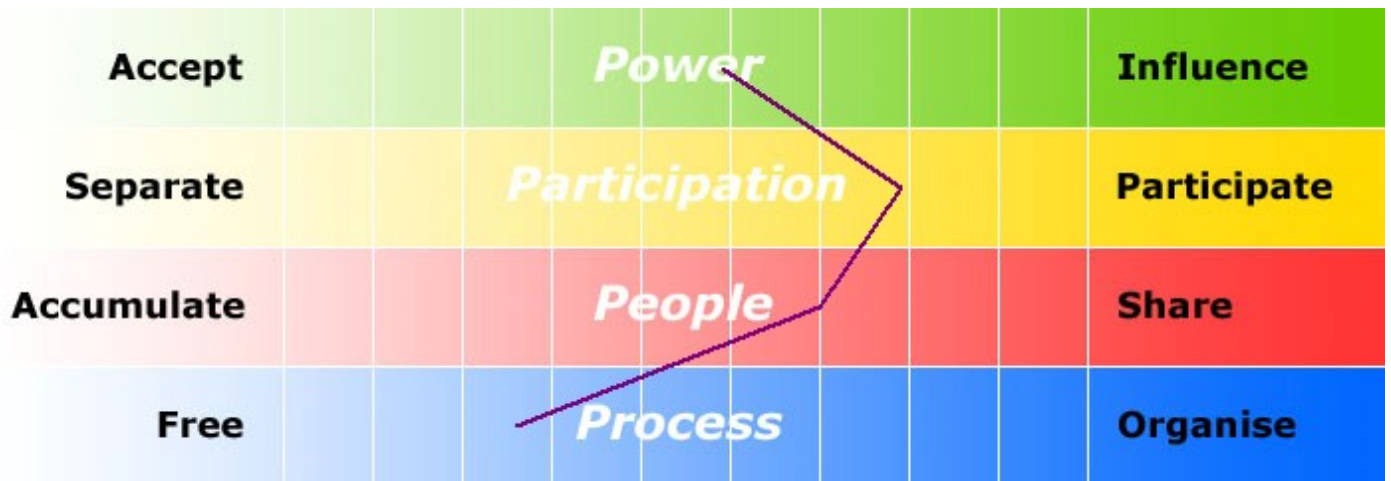
You should expect:

- has clear objective in mind
- looks at big picture rather than detail
- wins people over and gains commitment
- freely allocates responsibility to others

You should watch for:

- expects details to sort themselves out
- doesn't follow through

Overview of Work Preferences



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

- Promoting an idea with passion and enthusiasm
- Working with fun people
- Taking up a cause or mission
- Persuading on "big" issues

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

- Communicating my own vision
- Having a leadership role
- Constant challenge
- A sense of friendship with my colleagues
- Having a chance to develop and encourage others
- Working in a creative and dynamic environment
- A sense of value to others and/or the community
- The chance to work with concepts, rather than detail

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

- An environment where fair play is not respected
- Isolation from colleagues
- A highly formal environment
- Easy work
- Lack of recognition for efforts
- Performing the same tasks every day
- Working in a highly specialised, technical company
- Precise and closed predetermined goals