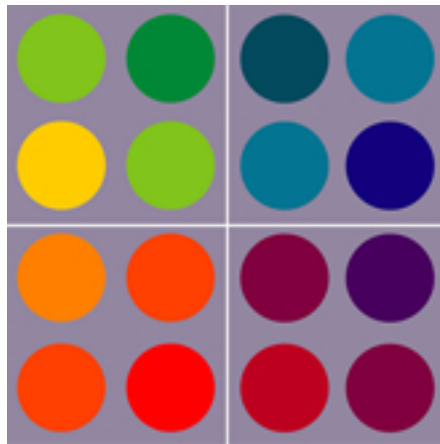




Facet Personal Profile

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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:

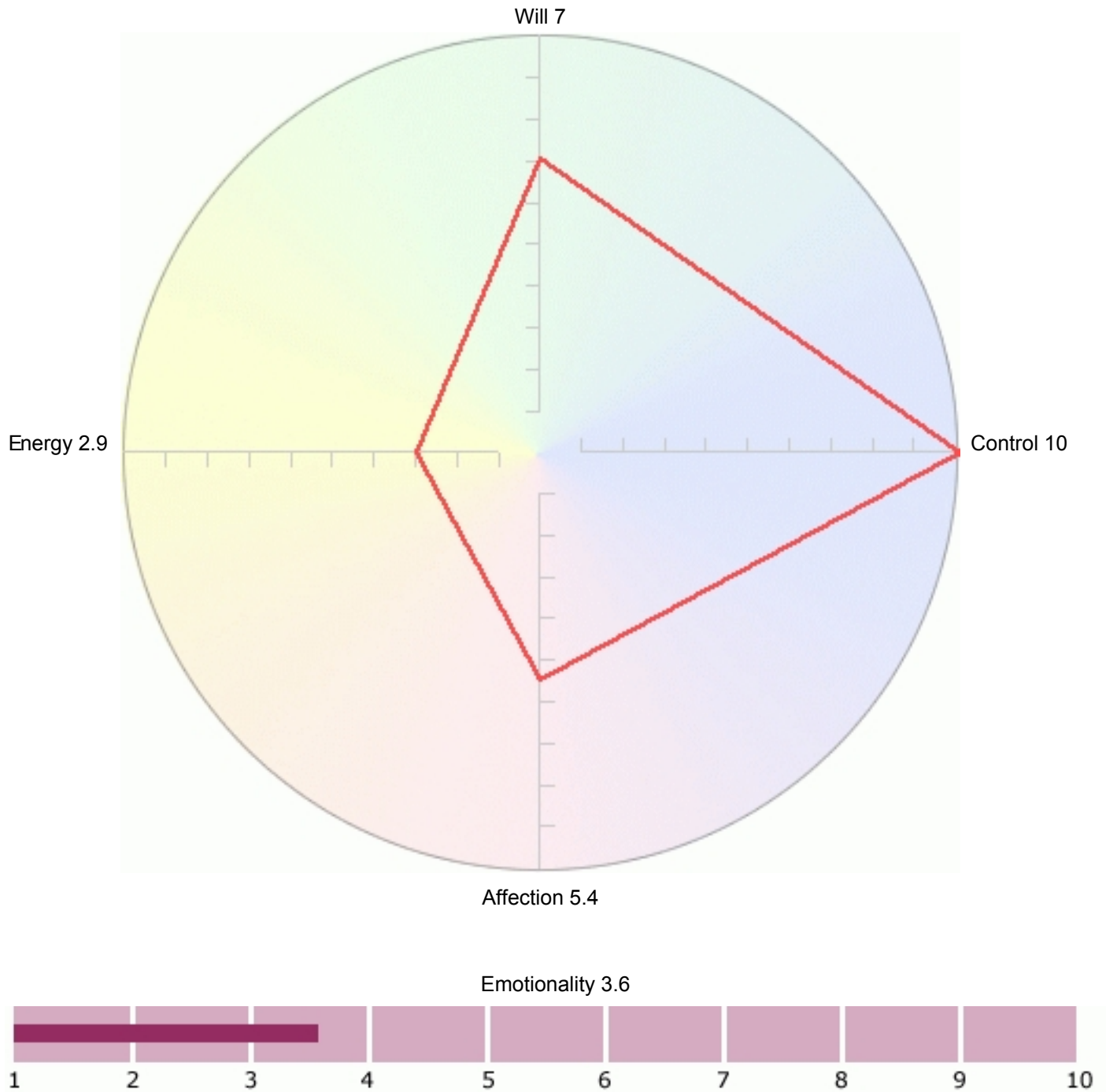
These sub-facets can be extracted separately to show what "flavour" of the main factor is present. For example Will is composed of three "facets", Determination, Confrontation and Independence. Typically, Will scores that are either very high or very low will be reasonably equally composed of each facet.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

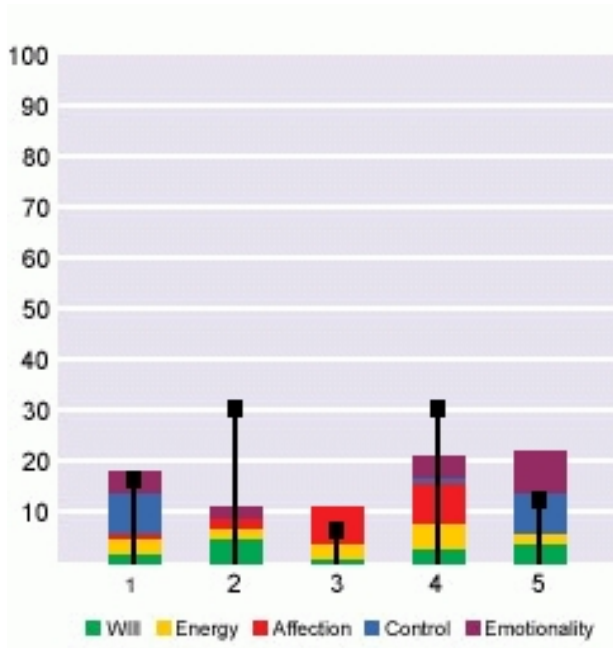


Norm Group used: UKBalanced

Norms are based on a balanced sample extracted from over 4600 members of the British working population. Approximately 35% of the original sample was female, 65% male. Ages are: <= 25 - 21.5%, 26-35 - 42.0%, 36-45 - 26.3% and >45 - 10.2%

Questionnaire Statistics

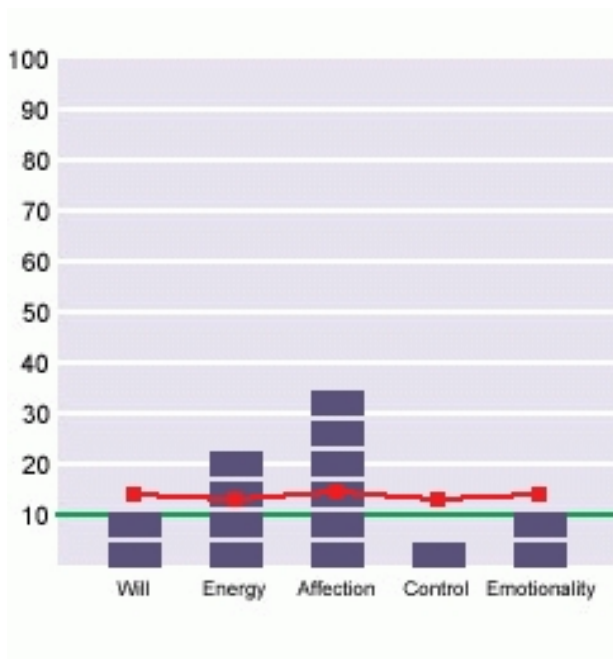
Response Distribution



- 1 - 24
- 2 - 14
- 3 - 13
- 4 - 25
- 5 - 30

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.

Response Latency



Average Response Time: 9.93
 Fastest: 2.91
 Slowest: 27.34

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

7



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

Determination

6.9



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

Confrontation

5.8



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

Independence

8.2



Strengths include

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

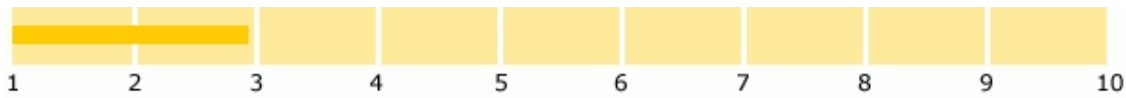
May be seen as

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

Comments: You are reasonably determined to get your way and to force your ideas through but not at the expense of dominating other people. In fact in the end you will tend to go your own way and resolve issues alone rather than to bother trying to convince others.

Energy

2.9



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

Vitality

2.7



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

uninvolved

unwilling to mix

makes people feel unwelcome

Sociability

5.2



Strengths include

can make people feel involved

willing to be part of a family

makes contacts and friends easily

May be seen as

quick to interfere

socially pushy

too much in need of company

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 recognize new ideas

overly specialised

Adaptability

1



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: You are a reasonably sociable person although you tend not to show your feelings very openly. You seem to prefer working alone when you need to concentrate but this may mean that you don't include other people in your thoughts.

Affection

5.4



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



5.4

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

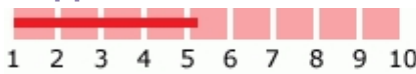
Strengths include

- 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



5.2

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



5.6

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

10



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

Low Scores

High Scores

Strengths include

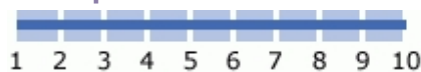
- picks up new tasks quickly
- flexible in their work practice
- free thinking

May be seen as

- easily bored
- undisciplined
- disorganized

Discipline

10



Strengths include

- measured and steady in work
- always follows through to the finish
- planned and well organized

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

10



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 have a strong sense of moral commitment and duty. You are thorough and well organised, careful, methodical and measured. Some may feel you are overly conservative and constraining, perhaps somewhat inhibited and with very well defined expectations of others.

Emotionality

3.6



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

Low Scores

High Scores

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



Strengths include

sensitive to changes around them
seeks to change themselves
focuses more as events get close

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



Strengths include

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

May be seen as

negative and overly cautious
pessimistic
uncertain and moody

Comments: You have very balanced and equable style, taking things as they come and rarely getting overawed by events. People will see you as confident and emotionally mature although some may feel you lack some vitality and obvious motivation. You don't get upset about things and less confident colleagues may find you hard to keep up with.