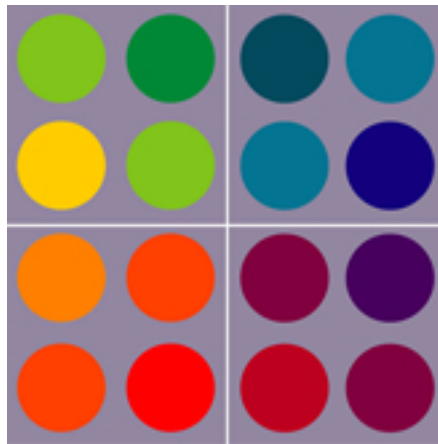




Facet Personal Profile

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Family Portrait

What are Facet Families

Facet5 shows a person's profile using a chart where each scale is divided into 10 points. This particular type of scale is called a 'sten' scale that stands for 'Standard Ten'. In this type of scale extreme scores (high or low) are more significant in making up a person's type than more moderate scores. All combinations of scores are possible on a Facet5 profile. Sten scores which are more than 1 score apart would normally result in noticeable differences in behaviour. On this basis there are 1,000,000 possible combinations of scores that would give noticeably different profiles. For convenience we have divided up this huge number of possible patterns into a limited number of 'families' of similar profiles. So a Facet5 Family is a group of Facet5 profiles that are broadly similar in appearance.

How are they calculated?

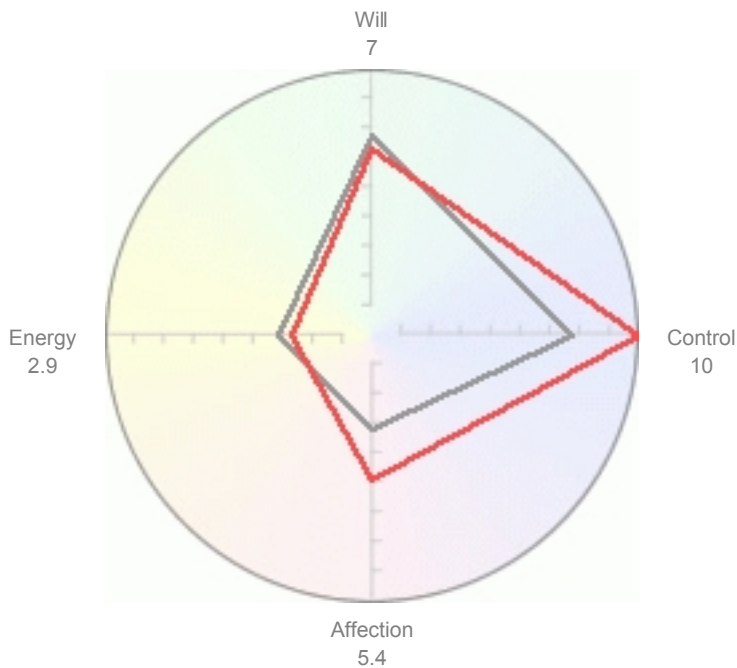
To calculate Facet5 Families we have divided each of the 4 scales into high and low scores (we exclude Emotionality from this group). This reduces the number of possible combinations to 16 but only by forcing all scores to be declared either 'high' or 'low'. This is unfortunate for those people whose scores are more moderate and who may genuinely be classified as 'average' on a particular scale. Facet5 allows for this by introducing a 17th profile that is a combination of moderate scores on all scales.

Facet5 also differs from some other models in the way it decides to which family a profile belongs. Whereas some processes use a "decision tree" approach to determine the classification, Facet uses a more sophisticated "distance" model. Your profile is compared to 17 reference profiles and a statistic is calculated for each comparison. The statistic (Euclidean D^2) is a measure of how similar your profile is to the 17 reference profiles. D^2 has a minimum score of 0 (where you are a perfect match for the reference family) to 324 where you are as far away as possible from the reference family. These 17 statistics are then compared to each other and the lowest one chosen as the one to which you are closest. A D^2 of between 3 and 4 indicates a close fit. Facet5 will then assign you to that "Family". The report shows your profile and the "reference" profile so you can see immediately how close the fit is. Note that occasionally a profile may be close to more than one family. In this case it is possible to see the alternative families for comparison.

Each family is given a specific 'Family Name' which characterises it. Your Family portrait is shown on the following page. You will see two profiles on the chart. The first is your own profile as you saw it previously.

Second you will see a faint profile which is the reference profile for your Family. The similarity between the two profiles will indicate how close you are to that reference profile. The Family Portrait is designed to give a quick overview under a limited number of key headings. It gives a broad summary, describes the type of contribution you would make to a team, your strengths as a leader and what you manager needs to do to help you be effective. Finally there is a brief summary of the types of roles you are likely to be motivated by. Each of these areas is expanded upon in other Facet reports.

Family Portrait



Reference Family: Producer

Word Picture

- Determined with a strong sense of purpose
- Looks for continuous improvement
- Pushes projects through determinedly
- Is ambitious and goal-oriented
- May tread on others' toes
- Autocratic, demanding

As a leader

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

Motivated by

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

Contribution to a team

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

To manage

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

Effect of emotionality

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