

*This section describes origin and application of Facet5 including:*

- *Who inspired Facet5?*
- *Who is it designed for?*
- *Conventions used*
- *Structure*
- *Practical applications*

# Origins and Application

## **Acknowledgement**

This guide is designed as a support to the Facet5 model of individual differences. It is based on the **Big 5** model of personality and uses many of the principles first developed by other practitioners, in particular the work of Eysenck, Cattell, Norman, McCrae & Costa, Brand and other personality theorists. In addition it tries to embody the management development approaches devised by such people as Kolb, Honey, Margerison & McCann, and the large number of Myers Briggs researchers.

I would specially like to thank the University of Edinburgh Department of Psychology for their valuable comments, and for making available much of their original research in this field. Nicky Hayes contributed greatly with her review and precis of the original literature and her ability to see through the complexities when I couldn't. Bob Stewart's extraordinary ability to link personality theory, psychometrics and computer programming has been invaluable in taking Facet5 from a concept to a working tool.

In addition valuable insights have been provided by Janet Taylor, contributing from a very broad philosophical perspective and from the many Facet5 users over the years who have helped to clarify what specific Facet5 profiles mean in the work place.

## **Who Should Use This Guide?**

The guide is aimed at managers, recruiters, trainers and course designers who need to understand the differences between people and who value individuality. Using the ideas in this guide, trainers can identify the predominant learning styles within any group and can proceed to adapt course content and methodology to gain maximum learning for any group. To gain best advantage from the ideas in this guide, users should have been trained to use and interpret the Facet5 model.

In addition, mentors and counsellors will find this guide a valuable aid to their work. Using the principles outlined they can help structure learning experiences for individuals in such a way that the individual is able to learn and develop in the most effective way possible.

## **Conventions Used in This Guide**

Throughout this guide reference will be made to the Facet5 Model of Personality. For convenience a shorthand method is used to describe particular Facet5 styles. Each of the five factors (Will, Energy, Affection, Control, Emotionality) is abbreviated to the first letter of the factor except for Emotionality where the first 2 letters with the "m" subscripted is adopted. Following each letter will be a "+" or "-" sign to indicate high or low scores. For example High Will would be written as **W+**, High Energy as **E+**. High Will, Low Emotionality would be described as **W+E<sub>m</sub>-**.

## ***Structure of This Guide***

This guide is designed to support the web implementation of Facet5 and to allow users to interpret Facet5 profiles in the way that best fits their needs. The manual therefore follows the Facet5 web structure in the following way:

- First we give the theoretical and technical foundations of Facet5. In this section we also provide evidence for Facet5 effectiveness in the form of case studies.
- Next the overall profile and the component factor and sub-factors are outlined.
- Then we describe the indicated Facet5 family.
- From these descriptions we then move to specific Facet5 applications in Selection, Management and Development. Each of these areas is supported by a specific Facet5 web report (Searchlight, Leading Edge and Work Preferences respectively).

## ***When can Facet5 be used?***

Facet5 can be used in a variety of different situations. The same data can be used and re-used according to the needs of the situation.

- Recruiters can structure an interview around Facet5 so it is much more focused and allows a clearer interpretation of the importance of key factors. When combined with a criterion-keyed approach the value is further enhanced.
- Managers introducing a new member to a team will have much more confidence about the issues that must be handled first and can prepare the individual and the team.
- Team builders can gain a much better understanding of themselves and others within the team.
- Management Development can be structured to meet the specific needs of the individual and tailored so that training is most effective.
- Counsellors can use a simple common basic structure to help individuals understand themselves, other people and their organisation.