

Facet5:

Power of Personality

Facet5 is one of the most modern and advanced measures of personality available today. Used by organisations and consultancies worldwide, Facet5 harnesses the power of personality, supporting businesses to realise the full potential of their human capital management capability. Facet5 provides a model and a language to explain how people differ in their behaviour, motivation and attitudes, and more importantly, what can be achieved.

Designed with business in mind

Facet5 was developed in response to client demand for speedy, practical information to assist businesses with decision making at each stage of an employees' journey through an organisation. Available in over 30 different languages, Facet5 is jargon-free, and web-based for easy access all over the world. A wide range of country and industry norm groups makes meaningful comparisons simple.

Facet5 enables organisations

'Facet5 provides an easy-to-understand framework and a simple common language, readily adopted by individuals, teams and organisations to help businesses realise their full potential'. Specifically designed by psychologists for use by management, it helps people at all levels understand behaviour and what can be achieved.

Facet5 describes, explains and predicts behaviour in non-judgmental ways, so teams and organisations alike can easily understand and utilise the power of personality.

World class resources and support

Whether brought in-house or delivered by an accredited consultant, Facet5 supports businesses with an extensive range of online resources and learning materials. Access to a global network of industry thought leaders means every business can now realise their full potential.

Sound psychological theory

The five factor model of personality (or 'Big 5') is now widely accepted as the best way of describing the fundamental building blocks of personality. The 'Big 5' model consistently emerges from psychological research as the irreducible minimum needed to give a comprehensive description of personality and behaviour. Facet5 measures these five factors precisely and quickly to give the most accurate and easily applied portrait of individual differences in behaviour.

Global capability

Facet5 is fully web enabled and accessible all over the world, used by businesses in every continent. Facet5 has an extensive network of partners who's expertise will assist you to realise the potential of your business both locally and globally.

Ongoing research, including leading-edge national character studies ensures Facet5 can be applied to any business problem with confidence.

Whole of lifecycle approach

Facet5 is easily and effectively applied across the entire employee lifecycle.

From selection through to exit,

Facet5 engages the individual, the leader and organisation with a range of comprehensive report outputs.

Whether building a team, integrating a new hire, looking at organisational culture, or managing change, the reports are jargon free, non judgmental and easily accessible to all levels of the organisation.



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Facet5

Realise the potential of your employees

Facet5 enables effective human capital management decision-making at all stages of the employee lifecycle. Cost effective data re-use allows organisations to realise the potential not only of their employees but of their investment.

Selection

- Ensures the right fit for the team— by matching the individual to the required organisational values and culture
- Provides consistency of process to recruitment and selection with tailored interview guides.
- Supports fit-to-role by showing success elements before selection
- Identifies High Potentials early in career, for enriched development opportunities

Integration

- Describes the motivations, drivers and work preferences – for early successful integration in the role
- Helps establish a strong manager - employee relationship early on
- Enables productivity quickly by using individual motivational strategies
- Provides development planning opportunities within the first 3 months

Teamwork

- Rapidly forms new or re-shaped teams
- Strengthens team and individual relationships and understanding
- Provides a common language to assist teams with communication, feedback and issues relating to team performance
- Focuses teams on what is required to deliver the work through identifying team strengths and areas to look out for

Development

- Ensures appropriate career and development planning
- Enables helpful performance conversations
- Facilitates the 'leader as coach' approach for stronger employee development
- Identifies and manages strengths and areas of stretch successfully
- Shows individual contribution to teams and coalitions easily

Leadership

- Integrates with existing leadership development frameworks and processes, embedding into leadership development programs easily
- Provides rich insights into personal style and how to lead individuals and teams, underpinning observed behaviour for sustainable development
- Builds effective change leadership capabilities



Fig 1. Facet5 Lifecycle

Talent

- Identifies emerging talent, allowing for focused development planning in current and for future roles
- Assists in identifying and growing the required organisational capabilities
- Integrates into assessment and development centres

Culture & Change

- Defines and describes the culture in a common language
- Communicates the essence of the organisation – “who we are and what we stand for”
- Defines the ‘current’ and ‘ideal’ state of a culture and the role individuals will play in achieving it

Separation & Exit

- Supports employees on the next step of their career journey
- Provides meaningful exit conversations to ensure advocacy by the employee
- Ensures the right talent for the right time



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Realise the potential of your business



Facet5 Profile

Facet5 is a personality questionnaire specifically designed by Psychologists for use by management in organisations. It produces a comprehensive multi part report on how an individual behaves at work: actual behaviour, how to best manage, what the work strengths are likely to be, and where individual work preferences might lie.

Facet5 model of behaviour

Facet5 personality profile is based on research done at Edinburgh University, in the 1980's, using a 'Big5' model of personality. The 'Big5' model is generally considered by psychologists to be the best way of understanding behaviour. The Facet5 model uses the following 5 behavioural dimensions:

- **Will:** the degree to which an individual is determined, assertive and independent
- **Energy:** the degree to which an individual is enthusiastic, sociable and involved
- **Affection:** the degree to which an individual is open, sincere, warm and generous
- **Control:** the degree to which an individual is structured, orderly and self-disciplined
- **Emotionality:** interacts with the other Facet5 factors and affects stress tolerance, confidence and emotional state

Facet5 process

Facet5 personality profile is delivered from an online questionnaire. Available in over 30 different languages, with a range of corresponding norm groups, the results can be downloaded immediately upon completion.

The questionnaire consists of 106 questions and takes approximately 15-20 minutes to complete. The process is entirely web-based for data collection and analysis all over the world.

Accreditation

Facet5 requires individuals who wish to debrief or interpret Facet5 data to complete a 2 day accreditation programme. With a focus on practical application in the work place it is an interactive face to face learning programme. Extensive support and online learning materials mean new practitioners can apply their learning quickly back on the job. For further information on accreditation contact your local partner.

Profile report and components

The Facet5 questionnaire forms the foundation of the Facet5 range of products, providing individual data that is combined and contrasted by other Facet5 products. Reports use helpful, work-related easy-to-read language, and produce the following components:

1. **An individual profile and report:** describes individual behaviour and preferences
2. **The Family Portrait:** compares the individual profile to one of 17 reference families
3. **SearchLight Review of Competence:** individual strengths and areas for development against 6 competencies: Leadership, Interpersonal, Communication, Analysis and Decision Making, Initiative and Effort, Planning and Organising
4. **LeadingEdge Guide to Leading:** how to engage and manage someone to maximise engagement and job satisfaction
5. **WorkPreferences:** and individuals intrinsic motivators

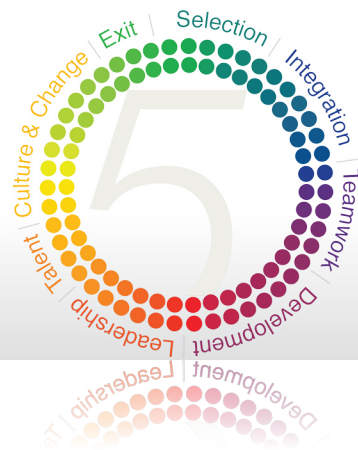
Key Features:

- Available in over 30 languages
- Clear graphical presentation make understanding accessible
- Questionnaire takes approximately 15-20 minutes allowing for quick turnaround times
- Reports use management style language with no jargon
- Easy-to-read style and layout make interpretation accessible
- Information can be applied by the organisation or individual across the entire employee life-cycle

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Facet5 TeamScape

TeamScape is a process that uses Facet5 Personality Profiles combined together for team development purposes. It demonstrates team dynamics powerfully and succinctly. It clearly shows the culture of the team, how relationships are likely to work, and how the work will be managed and delivered.

TeamScape in your Organisation

People rarely work in isolation, often engaging with other people: colleagues, stakeholders and customers in order to deliver successful outcomes. To achieve success, individuals benefit from an understanding of their own behavioural style – and how this might impact others – as well as the behaviour of those with whom they work. Knowing how to leverage different behavioural styles, for delivering complex work projects, resolving conflict, engaging stakeholders and managing stress helps to deliver outcomes more effectively.

TeamScape Model

Facet5 TeamScape is based on a unique work cycle model. Using this model, TeamScape highlights how individuals will naturally prefer to organise their work, manage conflict and respond to stress and pressure.

The model consists of four phases:

- Generating Ideas (Possibilities vs Practicalities)
- Evaluation (Evolution vs Revolution)
- Decision making (Deciding vs Reflecting)
- Implementation (Doing vs Understanding)

TeamScape Process

The TeamScape process begins with each participant completing a Facet5 Personality Profile. The participants data is quickly aggregated into a TeamScape project, allowing for greater analysis, rich presentation and engaging TeamScape workshop.

TeamScape also provides the unique ability to gather 360 feedback to greatly add to the effectiveness of any team's development. This external view, over and above that inferred by Facet5, provides participants with evidence of how their behaviours present in a work context.

TeamScape enables organisations when:

- Forming new or reforming teams
- Supporting teams through change
- Integrating new team members
- Forming coalitions across business areas
- Strengthening team performance
- Strengthening individual relationships and understanding
- Working through issues or barriers to team performance
- Identifying the culture of the team and its strengths.

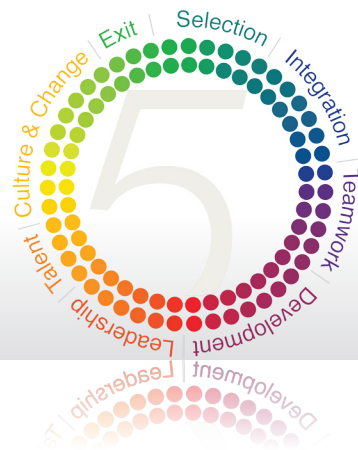
Key Features and Benefits:

- Based on Facet5, a leading personality measure which accurately describes expected behaviours
- A comprehensive range of data sets focused on improving understanding and team performance
- Extensive on-line resources, designed to support any team based intervention, including workshop outlines and exercises
- Web-based data collection for use all over the world
- Facet5 Personality Profile can be taken in 30 different languages, with TeamScape output in 17 different languages
- Results available in real time, for download and use, quickly and effectively
- On-line resources build facilitator capability quickly and powerfully
- Individual, easy-to-read TeamScape report shows each members profile and preferences relative to the whole group

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Facet5 Audition

Audition is a leading-edge online assessment tool that enables informed and effective recruitment, talent identification and succession planning decisions. Audition allows organisations to agree the role elements that are essential for success prior to selection, ensuring best fit of a candidate to both role and organisation.

Audition in your Organisation

Selection decisions are often made with a complex web of information. The candidate's prior achievements, competence, and technical knowledge all need to be assessed, while reference checks often add to the complexity without always adding value. Facet5 Audition removes the complexity by streamlining the way organisations determine an individual's fit for a role, team and importantly the culture of the organisation. The process also provides helpful information on how personal attributes may help or hinder success once in the role, the team and organisation.

Audition Model & Output

Audition combines a role-definition profile with a Facet5 personality profile to produce a range of comprehensive, easy to read reports. The audition process involves:

1. Define the role

A short role definition questionnaire, taken by an incumbent or based on expert opinion, allows organisations to engage key stakeholders and agree key attributes required for success in a role. Key word descriptors are provided to guide the advertisement process.

2. Compare

Facet5 personality profiles are compared to one or multiple role definition profiles, showing the degree of fit to the role. Candidates can be compared to a single role profile or meaningfully compared to each other to assist in the decision making process.

3. Interview

A range of behavioural and situational questions are provided in easy to use tailored interview guides. These guides support a consistent interview process, meaningful comparisons of candidates and assistance with reference checking.

Audition enables organisations to:

- Define what success looks like in a role, team and organisation prior to recruitment, reducing time and cost to successfully fill roles
- Inform talent identification and succession planning processes by identifying key characteristics that will be shown over time, underpinning observed behaviours
- Ensure consistent recruitment and selection processes, by easily integrating into current processes and supporting managers with tailored interview guides, meaningful comparisons of candidates, and assistance with reference checking
- Increase retention by matching personality preferences with the role requirements
- Support the successful candidate and line manager in the first, often-challenging, three months in the role.

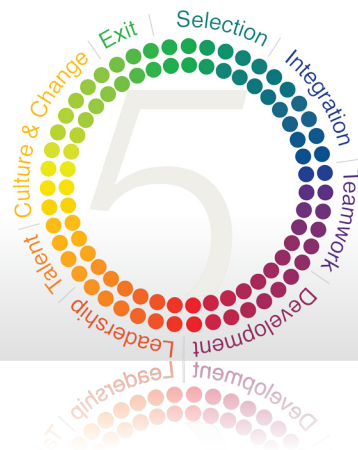
Key Features and Benefits:

- Based on Facet5, a leading personality measure which accurately describes, explains and predicts behaviour
- A range of easy to read reports support effective recruitment decisions
- Web-based data collection for use and collaboration all over the world
- Facet5 Personality Profile can be taken in 30 different languages, with Audition output in 20 different languages
- Results available in real time, for download and use, quickly and effectively
- Library of existing Audition templates ready for immediate use.

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Facet5 BackDrop

BackDrop is a process, which helps define both the 'current state' and the 'ideal state' of organisational or team culture. It combines a survey on how the organisation sees itself and how it would like to be seen, with the personality data of those likely to lead the change, in order to understand how the transformation is likely to take place.

BackDrop in your Organisation

Change is now the new constant in organisations, both in frequency and complexity. Organisations who thrive in this environment understand both their current culture, its challenges and opportunities, as well as the 'ideal state' in which their business can meet the demands of rapidly changing markets and customer expectations. Facet5 Backdrop provides organisations with insightful information on both its current-state and ideal-state culture. Informed decision making ensures relevant, targeted action planning takes place during any change process.

BackDrop Model

Facet5 Backdrop surveys team and organisational culture, comparing the 'way it is seen' to 'how it wants to be seen': from multiple view points, including the customers. Easy to read, graphical outputs clearly show the gap between the current state and ideal state cultures.

Overlays of key stakeholders show their orientation towards change based on their Facet5 profile. BackDrop identifies four key orientations: Change Agent, Transformer, Non-Aligned and Anchor. The combined outputs show who might best lead change, who might best see the problems associated with it and who may struggle during times of cultural transition.

The BackDrop output forms the basis for leaders and stakeholders to move to action planning in order to manage cultural change successfully. Comprehensive reports enable change to occur at the most critical point for success - with the individual.

BackDrop enables organisations to:

- Define the 'current-state' culture of the organisation using a common language from multiple view points
- Understand the strengths and challenges of the current culture to inform decision making, engagement & communication strategies
- Define the aspirational culture and the roles individuals will play in achieving it
- Develop relevant, informed change action plans to increase the likelihood of change success
- Understand individuals likely response to change, stress and pressure
- Understand how they can adapt to new markets and/or cultures

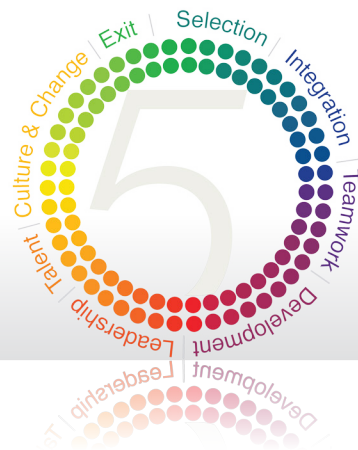
Key Features and Benefits:

- Based on Facet5, a leading personality measure which accurately describes, explains and predicts behaviour
- Web-based data collection for use and collaboration all over the world
- Facet5 personality profile be taken in 30 different languages, with BackDrop available in 6 different languages
- Questionnaire consists of 11 questions and can be taken in 10 minutes, with results available in real time, for download and use, quickly and effectively
- Reports use management style language with no jargon, allowing organisations to move quickly to change planning
- Facet5 personal profiles can be used further, for coaching and development purposes

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Facet5 SLR (Strategic Leadership Review)

The Strategic Leadership Review (SLR) is a process that combines both a Facet5 Personality Profile and a 360-degree behavioural review, in a plain language, easy-to read report. The unique combination of personality and 360-degree data, underpinned by a large database of existing leadership data and a powerful predictive engine, means the SLR analyses and predicts leadership behaviours and development like no other tool.

SLR in your Organisation

Leadership development begins at all levels of the organisation and at different career points. First time leaders, as well as Executive level leaders, need to continually manage their development in order to 'be all they can be': to manage resources and people, as well as to create a vision for the future and have others accept and support that vision.

Facet5 describes, explains and predicts behaviour, both strengths and challenges, and is the key to coaching and developing leaders at all levels. The Strategic Leadership Review (SLR) 360-degree questionnaire provides real-time behavioural feedback for those already on, or about to begin their leadership journey, either individually or as part of a Leadership Development programme.

SLR Model

The SLR model gathers information on expected behaviour via a Facet5 Personality profile and combines it with actual behaviour (via the SLR questionnaire) observed by work colleagues, managers, direct reports and others. SLR is based on the Bernard Bass model of Transformational and Transactional Leadership:

1. Creating a vision
2. Stimulating the environment
3. Treating people as individuals
4. Monitoring performance
5. Setting goals
6. Providing feedback
7. Developing careers

The comprehensive report also shows free text qualitative commentary from the reviewers, providing additional depth and insight into how behaviours present at work.

SLR enables organisations to:

- Outline the strengths, challenges and degree of 'stretch' for leaders to effectively deliver on the organisation's strategy
- Create relevant, work-based development suggestions, using a powerful predictive engine and actual development systems used in organisations around the world
- Understand how 'usual' or 'unusual' a behaviour might be compared to an extensive global normative database
- Provide additional depth and richness to existing leadership development programmes at all levels
- Use a unique combination of observed and predictive behaviour to generate insights that create positive change.
- Identify and develop the leadership pipeline

Key Features and Benefits:

- Based on Facet5, a leading personality measure which accurately describes, explains and predicts behaviour
- A 360-degree questionnaire based on a pre-eminent theory of Transformational and Transactional Leadership
- Combines predictive leadership styles with a review of rated performance on the same dimension
- Graphical summaries of predicted vs actual performance, with tailored development advice
- Entirely web-based, allowing for data collection all over the world
- SLR survey can be taken in 10 languages with output in 8 languages
- Results available in real time, for download and use, quickly and effectively.

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