

# DESCRIPTION OF FACTORS

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## THE FACET5 MODEL

This section describes the main Facet5 factors and the relationship of Emotionality.

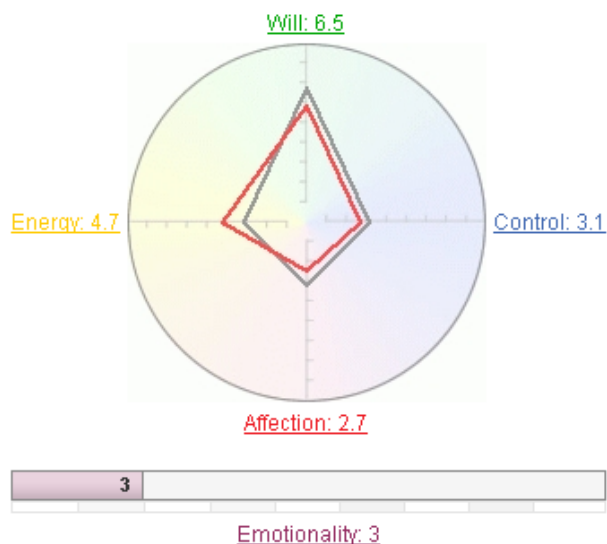
Each section covers:

- An outline of the domain of each factor
- A description of the typical behaviour associated with high and low on each of the scales.
- A list of English adjectives typically associated with high and low scores.
- An indication of the effect of Emotionality on high and low scores.

What follows is a brief description of the factors that are involved in The **FACET5** Model. The elements in the model consist of four 'personality' factors and two others that can be seen as 'interpreting' variables. The personality factors are: **Will, Energy, Affection** and **Control** and the two 'interpreting' factors are: **Emotionality** and **Intelligence**. For convenience we will use the shorthand outlined in the introduction and refer to the factors as **W, E, A, C** and **E<sub>m</sub>**. Each personality factor has a cluster of expected behaviours, motivations, attitudes and interests that are associated with it - the "domains". An individual's degree of Emotionality will affect day-to-day consistency, how they make decisions, and how they interact with others. Their level of intellectual ability will affect how they handle the information with which they must deal. Consequently, it would be misleading to think of either Emotionality or Intelligence as separate, independent mental factors: they both have a direct bearing on all four of the others.

### Relationship between the factors

Although the factors are statistically independent there are some logical relationships between them which affect interpretation. For example, very exuberant and enthusiastic individuals are unlikely to be simultaneously self disciplined and measured. Similarly, very determined and strong-minded types are less likely to be very open and supportive of other's views. Such combinations are possible but they are relatively uncommon. For this reason we present the factors as below.



We place *Will* and *Affection* on one diagonal and *Energy* and *Control* on the other.

The centre point represents low scores while the high scores are on the circumference. It is possible to have high or low scores on each factor. All combinations are acceptable and simply demonstrate the individuality of the respondent.

### Sub-Factors

Many psychologists argue that they need more than five factors to get a good picture of the behavioural dispositions of people. Some use this argument to deny the utility of the five-factor model (Saville) while others (Hogan, McCrae & Costa) suggest that in fact the five main factors can be broken down into a more complex model. The five Facet5 factors are known to consist of a number of sub-factors that we call "Facet5s". These "Facet5s" are:

Factor	Facet5	Description
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 others 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

These "Facet5s" are described more fully in the interpretation guide and the statistical process for extracting them is covered in Section 2

### THE TWO 'INTERPRETING' FACTORS

Most management populations have been quite highly pre-selected, so that some aspects of personality, which vary quite widely among the general population, vary far less among managers. This arises for a number of reasons, including the frequent concentration on graduate applicants and promotion based on successful performance.

**FACET5** is a technique that is aimed very specifically at the management population. It is not one that has been designed for widespread general use. As a result the range of scores found for **E<sub>m</sub>** and **Intelligence** will not be as wide in the group of people for whom The **FACET5** Questionnaire is designed as it might have been had we sampled the more general population. These 'interpreting' variables may still, however have a marked effect on observed behaviour and must be taken into account.

## Facet5 and Intelligence

There have been many arguments about this aspect. We are all aware of supposedly 'clever' people who seem to be amazingly dim at times. Similarly we have all seen somebody who seems slow to learn a new task but is then able to complete it perfectly over and over again. This indicates that intelligence is not a simple thing to understand. Historically people have identified it as a single underlying element that allows some people to perform well on nearly all mental tasks. There is some strong support for this view from factor analytic and psycho-physiological research. Brain waves for example give a very good idea of how 'intelligent' a person is and how well they carry out mental tasks. However this may not be much use in practice.

To overcome this, more recent ability tests tend to be of the 'Critical Reasoning' type where the questions presented are vaguely realistic. This has improved the credibility of the tests even if they are no more effective. Perhaps we are missing the point with such tests.

R.J. Sternberg's<sup>1</sup> triarchic model of intelligence (Figure 2.1) argues that intelligence can be viewed as having three distinct aspects as follows:

1. **Contextual Intelligence** - an action or decision would be considered to be 'intelligent' or not according to the context in which it occurs: what is right for one situation may be entirely inappropriate for another. This might be what we generally refer to as '*Common Sense*'.
2. **Experiential Intelligence** - an action or decision may be 'intelligent' at one point in someone's life, but as the person develops their skills and abilities, it may later on become routine and not particularly intelligent. Speed of learning new skills is relevant here.
3. **Componential Intelligence** - some people are able to collect, collate and interpret information more efficiently than others. This is what is more traditionally meant by 'intelligence' and is related more to internal mental processes and mechanisms. It is largely this factor which traditional '*Intelligence*' tests measure.

However there is also an interaction effect between intelligence and the more traditional 'personality factors'. One of the main issues here is that people of high *Intelligence* have a wider range of possible behaviours to draw upon. They are likely to be more able therefore to behave in a variety of ways according to the situation. They are intellectually more in control and have more options open to them.

Many studies have demonstrated the value of *Intelligence* to performance regardless of how the concept is defined. In general there is known to be a positive correlation between various measures of 'intelligence' and a wide range of measures of work performance, managerial and otherwise. Most researchers have formed the conclusion that it is the single most powerful predictor of work performance available. However, in the more specific group used as the **FACET5** reference group the relative contribution of intelligence may not be as great.

In general the relationship between Personality scores and Intellect as commonly measured is very low. However there does appear to be some relationship between some of the factors and Intellect. The table below shows the relationship between **FACET5** factors and scores on the GMA series of Management level ability tests which are considered to be types of intelligence tests.

Correlation between FACET5 Scores and Scores on the GMA series of ability tests. Sample of 49 Managerial and Professional candidates

	VERBAL	NUMERIC	ABSTRACT
WILL	0.20	-0.04	-0.19
ENERGY	-0.02	-0.04	-0.04
AFFECTION	0.22	-0.01	0.22
CONTROL	** -0.39	** -0.31	-0.03
EMOTIONALITY	0.01	-0.04	-0.11

This table shows two significant relationships between **FACET5** and GMA scores. Both Verbal and Numerical skills seem to be negatively related to **C** meaning that people with lower Control scores tend to do better on these tests. This may be because of the highly speeded nature of both of these tests. It is possible that **C+** people have more difficulty in adapting to the tight time pressures imposed. **C+** always try to do things 'properly' and are less likely to adopt a more relaxed or higher risk strategy to such tests.

## Facet5 and Emotionality

This is the most important single factor within the *FACET5* model. Frequently called Neuroticism, Anxiety, Stability or Stress Tolerance, it not only covers a wide range of elements itself but it also affects how the other factors work. For example, as **E<sub>m</sub>** increases so performance becomes harder to predict and the more negative aspects are more noticeable. It is therefore very important to get a good measure of it. Many questionnaires ask very obvious questions about it resulting in biased answers. The *FACET5* Questionnaire looks at **E<sub>m</sub>** in a more subtle way by addressing the known but less obvious correlates of **E<sub>m</sub>**. For example

- **Concentration:** People are more easily distracted by events around them and can have difficulty maintaining concentration.
- **Confidence:** There is an underlying self doubt which can damage confidence.
- **Defence mechanisms:** People look for reasons to explain failures and difficulties e.g. rationalisation, denial and avoidance.
- **Habits and phobias:** People get stuck in superstitious habits e.g., Favourite socks, Friday the 13th etc.
- **Mental conflict / hypochondriasis:** Some suffer a genuine confusion by having so many things going on with seemingly no solution - it's all too complicated.
- **Mood Swings:** People vary in their mood for no obvious reason - there are just good days and bad days.
- **Nostalgia / reminiscence:** A harking back to past times when things 'were better'. This can be linked to a present feeling of failure.
- **Objectivity and balance:** Personal sensitivity can make it difficult to be completely objective - things matter too much.
- **Obsessional memory and absent-mindedness:** Some things just seem to be a constant worry, even when they are not so important in the cold light of day.

Although there is clearly some variation between managers in terms of, say, their excitability or susceptibility to stress, that variability tends to be far less wide-ranging than it is among the general population. Extremely emotional individuals would be unlikely to show the consistent application that would lead to their entrance to and promotion through management grades.

There is still, however, likely to be some variation within this dimension, and in many cases the benefits of richer emotional experience far outweigh the negative aspects of unpredictability. Those who are too predictable can be at just as much of a disadvantage as those who are extremely unpredictable when it comes to managing other people.

Other questionnaires, derived from more of a psychiatric or psychopathological background stress only the positive aspects of **E<sub>m</sub><sup>-</sup>** and the negative aspects of **E<sub>m</sub><sup>+</sup>**.

## Elements of EQ

### **Self-awareness:**

Observing yourself and recognising a feeling as it happens.

### **Managing emotions:**

Handling feelings so that they are appropriate; realising what is behind a feeling; finding ways to handle fears and anxieties, anger, and sadness.

### **Motivating oneself:**

Channelling emotions in the service of a goal; emotional self-control; delaying gratification and stifling impulses.

### **Empathy:**

Sensitivity to others' feelings and concerns and taking their perspective; appreciating the differences in how people feel about things.

### **Handling relationships:**

Managing emotions in others; social competence and social skills.

From a strictly psychological point of view this is probably correct but a management perspective can be quite different. Although the excitement and mercurial nature of **E<sub>m</sub><sup>+</sup>** can cause difficulties due to the unpredictable and inconsistent behaviour, it can also act as a spur to creativity and can add colour and interest to a team. Similarly, the unflustered and consistent behaviour typical of **E<sub>m</sub><sup>-</sup>** can be seen as dull, complacent and overconfident. This comfort with self can make it hard to convince such people that there is any benefit in changing their behaviour.

Emotionality affects the individual in two general ways; those which affect the view of self (confidence, depression, moods etc.) and those that relate to the way of processing information. **E<sub>m</sub><sup>+</sup>** tends to handle data in a less procedural and analytical way. There is more of a tendency to make judgements on an emotional level and to react rapidly to events around them. This can lead to difficulties maintaining focus on the key issues, prioritising, becoming distracted.

## **Emotional Intelligence**

Recently there has been a great increase in interest in Emotionality as it affects every day life. Daniel Golman<sup>2</sup> has coined the term "Emotional Intelligence" to refer to a complex set of characteristics which are believed to influence success in life. Clearly Emotionality is a significant factor in this "EQ" or "EI" as it has become called although other aspects to do with sociability and ambition seem to be linked as well. The core elements of EI are shown on the left. Golman notes 5 key indicators of Emotional Intelligence as follows:

- **a quick but sloppy response:** more emotional people react quickly to events but that this reaction is not really thought through and therefore may not be appropriate.
- **first feelings, second thoughts:** emotional people have a "gut" reaction to events around them. This "impulse" is less objective and can lead people to then develop a "rational" explanation for why they feel that way.
- **symbolic, child-like reality:** emotional people think in an associative way. Events, colours, smells etc. remind them of the past and evoke powerful memories. Similes, metaphors and images seem to come alive and mean more to emotional people. They are the language of emotions. Note that charismatic leaders are thought to succeed in part through their ability to project images of what they want.
- **living in the past** - for emotional people past events are recalled just as vividly as if they had just happened. They cannot forget. This may be a conditioned response to a past event but the point is that the circumstances no longer exist. The response therefore is unnecessary even though it may be automatic.
- **state-specific reality:** how emotional people react to an event depends very much on how they are feeling at the time. The behaviour which is seen in response to an event can change depending on the emotional state at the time. This can add to the apparent complexity of emotional people and inconsistency of their behaviour.

It is clear from these indications that Emotionality has a major part to play in the development of EI. However there is another key effect of Emotionality and that is the way it can modify the behaviour suggested by the other personality factors.

## Emotionality and the 'Personality' Factors

There is evidence that extreme scores on the Emotionality dimension are likely to affect the behaviour seen from the four 'personality' factors assessed by The **FACETS** Questionnaire. At low levels of Emotionality, Will, Energy, Affection and Control exist as clearly defined independent factors. Such people are stable and predictable, able to cope with stress and pressure without overreacting and generally confident and assured.

As Emotionality increases, so the relationship between Will, Energy, Affection and Control becomes less clear cut. As a result, people are less consistent, occasionally showing 'out of character' behaviour. They become more responsive to their environment, but in extreme cases, will over-react and get things out of proportion. At high levels of **E<sub>m</sub>** there is a tendency to see more of the negative or unconstructive elements of whatever the dominant trait is. Therefore it is reasonable to think of **W+** (**E<sub>m</sub>-**) as showing more of the positive aspects of determination and drive whereas **W+** (**E<sub>m</sub>+**) is more likely to demonstrate the negative aspects of defensiveness, arrogance and argument.

At very high levels of Emotionality (eg. Sten scores above 9.0), behaviour becomes difficult to predict. The individual is much more prey to emotions and as such can have some difficulty in controlling their own reactions to situations. As indicated earlier, such scores are uncommon in a management population.

## Domains of Emotionality

There is general agreement about the domains of Emotionality. The first covers elements of what psychologists would term “free floating” anxiety. This is a general predisposition to feel tense and anxious, especially as important events get closer. Secondly, there is an element of caution or apprehension. This refers more to a general feeling of satisfaction or dissatisfaction with life, a tendency to be more cautious and to be a little pessimistic.

### *Em1 - Anxiety*

People who score high on this tend to worry more, to feel a general sense of unease and tension. They are more likely to lose sleep over issues and to feel stress and pressure.

**Em-** are more relaxed and carefree. They don't feel stress to any great degree and tend not to worry but can seem to some to be rather unconcerned and oblivious to the stresses that others live by. Typical items include:

Low Scores	High Scores
I just take things as they come	As an important event gets closer I tend to worry more about it
I am generally relaxed and carefree	I sometimes feel restless and ill at ease
I'm quite contented with the way I am	There are a lot of things I would like to change about myself

### *Em2 - Apprehension*

High scores tend to be less sanguine about events, to trust less to luck and to be less confident that things will go right. They do not assume that things will work out and tend to double check more. They are less satisfied with their life and see things as rather uncertain. If they had their chance over again they can think of a lot of things they would like to do differently.

**E-** people have a confident way of going about things, are assured and sanguine. They are optimists and believe that things will usually work out for the best. They are happy with themselves and the way they are. They can't see much that they would want to change. They take things day by day and don't worry too much about the future. In extreme cases they can seem blasé and overconfident, blind to risk and casual in their approach. Typical items include:

Low Scores	High Scores
Once I've mastered a situation I like to move on to something new	I like to stick to what I know I'm good at
I'm not really a nostalgic person	I often get quite nostalgic about the past
I have a clear idea of what I want	I find my views of what I want can change from day to day

**Adjectives****HIGH  
SCORES****Benefits**

INDEPENDENT  
DETERMINED  
GOAL ORIENTED  
ASSERTIVE  
RELENTLESS  
DECISIVE  
PURPOSEFUL  
RESOLUTE  
DIRECT

**Risks**

DOMINEERING  
WILFUL  
STUBBORN  
ARGUMENTATIVE  
DOGMATIC  
OBSTRUCTIVE  
PUSHY  
OPINIONATED  
INFLEXIBLE

**LOW  
SCORES****Benefits**

FLEXIBLE  
ADAPTABLE  
UNDERSTANDING  
RESPONSIVE  
ACCOMMODATING  
COMPATIBLE  
ACCEPTING  
AGREEABLE  
OBLIGING

**Risks**

UNASSERTIVE  
SUBMISSIVE  
INDECISIVE  
SELF ABASING  
UNASSUMING  
DEPENDENT  
IRRESOLUTE  
COMPLIANT  
TIMID

**Facet5 Factor - WILL**

The driving force is the promotion and defence of the person's own ideas. The focus is inwards on personal beliefs and values and may extend to a search for 'basic truths'.

Will is the domain associated with Power and the link between a motive for power and corporate success is well documented. Will has a number of Facet5s but the key to it is strongly held personal beliefs.

**W1 - Determination**

**W+** have strong views, will not sacrifice principles and are among the first to speak out. They value influence and authority, are individually competitive and emphasise personal achievement. They see themselves as influential. Changing the way people think and act requires a strong sense of self-belief and conviction of their own point of view. They set clear goals for others and clarify objectives.

**W-** are much more accepting and adaptable. They prefer to wait and see how things pan out before committing. They hold back in discussions, at least until the alternatives have been explained and they prefer to make decisions carefully through consultation. They are willing to bend and adapt to a group decision. **W-** do not have strong personal views and can be frustrated when others demand that they make their position known. They may be accused of being indecisive.

**W2 - Confrontation**

**W+** are assertive and will argue a case strongly. They enjoy challenge, are unafraid and make excellent advocates for a cause. Their ability to develop, propose and defend a point of view is unequalled. They have strong views and may hold on to it too long at times, but their capacity to respond to challenge often makes them successful in management. **W+** has a natural tendency to challenge, to defend and to argue

**W-** prefers to listen, accept and to avoid confrontation where possible. They listen to others, allow them time to make their point and try to accommodate them. They are democratic and accepting, trying to find a consensus and to avoid open argument. They will try to defuse an argument, by giving ground if necessary.

**W3 - Independence**

**W+** people state they prefer to sort out problems by themselves rather than to consult others. They take time to formulate their own views and are independent minded. They are happy to explain their wishes to others and to persuade them but in the end are quite prepared to go it alone. They are capable of maintaining focus without other people's input.

**W-** are more team oriented. They like to feel they have group support and are therefore prepared to discuss their ideas and to modify their approach as required. They are looking for agreement and as a result are less likely to take radical, independent views.

### ***Emotionality and Will***

Emotionality makes **W+** much more personally sensitive, argumentative and dogmatic. They tend to react more to what they imagine to be criticism and can become very defensive. They start to feel they must win the argument at all costs, even if it means persisting to an illogical degree. The combination of Emotionality and **W+** is quite complex. We would expect that the normally strong views will become more firmly entrenched and less easy to sway but there is a subtle element that can frequently creep in. Such people become increasingly defensive and argumentative with greater predilection for case making and stubbornness. They tend to take things personally which can lead them into arguments as they become illogically committed to ideas and imagine slights and insults where none are intended.

To avoid this becoming disruptive it is important that they are not allowed to paint themselves into a corner from which they have no real way out. Help them to find a face saving way of retreating from the battle and try to defuse arguments which seem to be becoming personal. Encourage them to view things from an objective viewpoint. To resolve an argument if it does occur, avoid taking them head on. Try to find areas of agreement and then steadily broaden them. If possible try to convince them that it was their idea in the first place - they are quick to claim ownership of good ideas. Alternatively (and even more effectively), try to make sure they don't commit themselves to a particular position too early. Once they have nailed their colours to the mast they have great difficulty in backing down - there's too much ego involved. From early on encourage them to always look for more than one solution or position and to explore all alternatives before finally committing themselves.

**W-** and Emotionality make a very different combination. The desire of **W-** people to avoid direct confrontation can combine with lack of confidence and have a compounding effect on behaviour. The person is even more reticent and easily swayed than otherwise. They can be genuinely fearful of open confrontation and will go to great lengths to avoid it. The result is that such people can have great difficulty in getting their views across, particularly if the conversation is quite forceful. They may appear to be acquiescing or even openly agreeing, just to avoid an argument. The facilitator needs to be aware of this possibility and may need to intervene in order to ensure that such people are not being steamrolled in the discussion. Formal sessions where no interruption is allowed can be a very valuable way of enabling them to get their point across. Since they may be swayed by other, forcefully presented, arguments it may be helpful to get their views first. Encourage them to speak up if they have a view (they may not have) and try to ensure that they are not interrupted or talked down. Counsel them privately to use the session as a controlled environment within which they can try approaches which they otherwise would not.

**Adjectives****H I G H  
S C O R E S****Benefits**

EXTRAVERT  
ENERGETIC  
ENTHUSIASTIC  
GREGARIOUS  
COMPETITIVE  
SOCIALE  
ACTIVE  
ANIMATED

**Risks**

DISTRRACTIBLE  
DISRUPTIVE  
INTERFERING  
EXHIBITIONIST  
INSENSITIVE  
GARRULOUS  
UNTHINKING

**L O W  
S C O R E S****Benefits**

AUTONOMOUS  
SERENE  
IMPERTURBABLE  
QUIET  
CONFIDENTIAL  
RESERVED  
PRIVATE  
UNDEMONSTRATIVE

**Risks**

ALOOF  
INDIFFERENT  
COOL  
UNSOCIABLE  
UNRESPONSIVE  
APATHETIC  
INSULAR

**Facet5 Factor - ENERGY****E1 - Enthusiasm**

**E+** Previously identified as Extraversion it encompasses physical energy, alertness, attentiveness, speed of movement and enthusiasm. **E+** is gregarious, competitive, fun-loving, sociable and active. The essence of this dimension is excitement about doing things. **E+**, therefore, is one of the most visible characteristics and the one that, in western cultures at least, encompasses many of the most socially desirable traits. **E+** likes change and variety and will seek out those situations that offer these. They are largely 'event-driven' and they respond to what is happening around them.

**E-** is quieter and unhurried. **E-** considers actions more carefully and appears to go about things in a slower way. To some people their style can seem to indicate lack of motivation or enthusiasm. They can act as a useful brake for other's impetuosity but may be seen as holding new tasks back by failing to show enthusiasm.

**E2 - Sociability**

They need to be involved in what's happening around them and to be recognised by the group. Their participation is valuable for newly formed teams since they reach out to people to make contact quickly. They are competitive in a team sense but they need others around them to keep the spirit of competition going. They can be bored quickly if others don't join in.

**E-** is less demonstrative, more private and reserved than **E+**. This can be seen as aloofness or indifference by others and can make the person rather difficult to get to know. **E-** may establish very good relationships but takes much longer to do so. The person may have fewer friends than **E+** but they are likely to be more long lasting. **E-** is really looking to be left alone or at least to be allowed to choose the company. They can be quite self-conscious and ill at ease in social situations and, when the score is extreme, will go out of their way to avoid people or groups. **E-** tends to think more deeply and to adopt a more private style. They can seem to be slower to get involved in new teams or groups and do not reach out to others as much as **E+**.

**E3 - Adaptability**

They absorb information from their environment and are curious and exploratory. They look at the outside world and need regular feedback from it. When given a problem to solve they seek input from others, bouncing ideas off them and seeking their support. They then form their ideas by absorbing information from outside, offering a collegiate or group effort.

When faced with a problem the **E-** preference is to work on it alone and to present their findings after careful consideration and thought. They are experts and like to be allowed to use their expertise. However they are not particularly interested in public recognition for their efforts.

### ***Emotionality and Energy***

**E+** people move quickly and like things to be exciting and **E<sub>m</sub>+** people tend to react to events and situations around them. Obviously the combination can lead to very fast paced action but often without much forethought or planning. Reactions are quick and the person will frequently have started to do something even before the alternatives or indeed the seriousness of the situation has been assessed. The **E<sub>m</sub>+** tendency to blow things out of proportion can be a problem as can over-reaction to events. The normal cyclical mood swings which are part of **E<sub>m</sub>+** can often be exaggerated with the person moving rapidly from the depths of gloom to wild elation. **E+** is quite easily deflected from routine activities anyway and **E<sub>m</sub>+** serves to exaggerate this. They try to do too many things at once, lose track of where they are and get things out of proportion. Time management falls apart and they can become disruptive and more inclined to interrupt. They start things but don't finish.

The manager needs to be a kind of damper for the individual, perhaps slowing down actions until the effects have been thought through. Deflecting activity into useful tasks can be useful since the individual can feel driven to take some form of action and becomes frustrated if cooped up. Pacing the floor, talking and practical jokes are likely to be more frequent.

**E-** The combination of **E<sub>m</sub>+** and **E-** is quite common. The two scales are known to correlate together and the effect is to compound the reserve and individualism of the **E-** style. They become more withdrawn, eschewing social contacts. They may be seen as loners, unwilling to participate unless they have to. One such person is always professional in business terms but flatly refuses all invitations to any event that may be construed as social. Another employs a very efficient secretary to act as a barrier, fielding all calls and visitors. He therefore never has to risk an unplanned meeting. His staff see him as aloof and distant. The person becomes more self conscious and shy. The lack of confidence reinforces the desire to avoid social contact and they can seem distant and hard to get through to. Whatever social confidence is there is less evident and the person can become reclusive and secretive. They may devise strategies and rationalisations to justify their withdrawal.

Dealing with such people in a group can be difficult since they don't really want to be in the group anyway. They may feel they don't belong but are highly likely to rationalise their dislike of the situation by saying that they just don't feel they are learning anything from it. It is vital that the manager remains positive. Listen to what they have to say and encourage them to say more.

Others can seriously misinterpret their behaviour. One participant in a group discussion said nothing for 45 minutes. In the discussion afterwards, one person said that the person was carefully listening to all the arguments without prejudging and was preparing his own interpretation while another said that he was completely disaffected and uncommitted; not part of the team and a drain on the group process. Clearly they had observed the same behaviour but had come to radically different interpretations. Managers need to be very careful to avoid such interpretations and must try to make sure that other team members do not make them either.

## Adjectives

### HIGH SCORES

Benefits  
WARM  
SUPPORTIVE  
UNDERSTANDING  
RESPONSIVE  
KIND  
SYMPATHETIC  
COMPASSIONATE  
OPEN

Risks  
NAIVE  
TOO TRUSTING  
INNOCENT  
SUSCEPTIBLE  
SOFT  
GULLIBLE  
UNWORLDLY  
TOO INGENUOUS

### LOW SCORES

Benefits  
REALISTIC  
PRAGMATIC  
OBJECTIVE  
ASTUTE  
BUSINESS-LIKE  
NO-NONSENSE  
HARD-NOSED  
SHREWD

Risks  
SELF ADVANCING  
CYNICAL  
OPPORTUNISTIC  
HARD-NOSED  
UNSYMPATHETIC  
INCONSIDERATE  
DISAGREEABLE  
AGGRESSIVE

## Facet5 Factor - AFFECTION

### A1 - Altruism

A person who scores highly believes there is good in every one, that people deserve a second chance and they don't like to judge people. They believe we should give and not expect to be repaid. They want to contribute something to society and want the work they are doing to have some meaning and value. They are selfless and understanding.

**A-** state that people get what they deserve, that most are looking out for themselves anyway. They believe in a tougher, more focused world where we each get out of it what we put in. They need to see a return for their efforts and view the world in a concrete way. They believe that it is a "dog eat dog" world and people need to be careful to avoid being taken advantage of.

### A2 - Support

**A+** are warm and supportive, responsive to other's needs, sympathetic and understanding. They are selfless and sacrifice their own interests for others. More cynical people may take advantage of them. They encourage contributions from others. They are good listeners and enjoy theory and discussion even if it may be a little hypothetical. They are quick to offer help and understanding when things go wrong and try to make allowances for others mistakes.

**A-** is less forgiving and more demanding. They expect people to deliver and can be critical if they do not. They do not accept excuses and are rarely taken advantage of. They have a natural scepticism that ensures they are not taken advantage of.

### A3 - Trust

**A+** tends to take people at face value. Possibly because they have an unquestioning belief in the value of others they will give them the benefit of the doubt and make allowances. They believe what they are told and do not expect people to lie to them. When told "*the cheque is in the post*" they believe it. As a result they can be very disappointed when it becomes clear that someone has let them down but they are usually willing to accept an apology or explanation.

**A-** has a more questioning attitude towards others, tends towards self-advantage and is willing to manipulate to get what they want.<sup>3</sup> Hard-headed and pragmatic in business matters they do not allow 'soft issues' to influence their judgement. Others may see their 'down-to-earth' and realistic style as unsympathetic and lacking in compassion. Their scepticism usually ensures that they are not taken advantage of since they will be alert to sharp practices. They will however also use such techniques themselves if there is an advantage to be gained. They will prove shrewd and astute with much of the style that leads to success in a 'wheeling & dealing' environment. They prefer to deal with practicalities and utility.

### ***Emotionality and Affection***

**A+** Again the effect is to exaggerate what is seen. The positive view of others can be taken to extremes and combined with humility verging on self-abasement. The **A+**'s natural tendency to trust others is combined with self-doubt that stops them being at all critical. They will become overly selfless and are likely to be taken advantage of. They will frequently find themselves prevailed upon (or even offering) to do the routine and boring work, leaving the more interesting elements to others who are more confident and self preserving.

Managers need to watch such people mainly to make sure that they are not being taken advantage of. Watch for signs of naiveté or idealism and help them to be tougher with people. For example an **A+**, Emotional person on a course was found to be so soft and uncritical during feedback to others that the point she was making didn't come across. Her comment was that she felt it was always better to be nice to people but the observer was able to show her that, by not saying what she felt, the other team members were not learning anything to their advantage.

**A-** The exaggerating effect of Emotionality can be seen once more. The person will become increasingly critical and cynical, hard on others and dismissive of people who don't see things their way. They can be negative and impatient if the programme slows down for others or if the content moves towards something in which they are not directly interested.

Managers needs be very direct with such people. There is no point in subtlety since they much prefer people to be direct and say what they mean. If they are showing strong prejudices which affect the way the team works they must be told that such behaviour is unacceptable. The trainer can appeal to their self-interest and can ensure their involvement by offering opportunities for them to win advantages or favours. The manager has a clear advantage with such people. Unlike unemotional people, in spite of the tough talking, they are vulnerable and much of their behaviour is a defence. The bubble can be pricked. Some private, '*back of the bike sheds*' counselling can be sufficient to bring them back into line.

## Adjectives

### HIGH SCORES

Benefits

LOGICAL

RELIABLE

CONSCIENTIOUS

DISCRIMINATING

PRACTICAL

DISCREET

MORAL

Risks

AUTHORITARIAN

INHIBITED

INTOLERANT

COLD

MORALISTIC

UNCOMPROMISING

RIGID

NARROW-MINDED

### LOW SCORES

Benefits

INDIVIDUALISTIC

CREATIVE

UNINHIBITED

NATURAL

LAID BACK

FREE THINKING

CASUAL

LIBERAL

Risks

IRRESPONSIBLE

"SHORT TERM"

UNRELIABLE

UNFOCUSED

UNPLANNED

AMORAL

UNPREDICTABLE

INDISCREET

## Facet5 Factor - CONTROL

This factor is largely associated with a sense of discipline and responsibility. It covers such elements as liberalism vs. conservatism with **C+** people seeing themselves as guardians of morals and values. The concept of “*continuous improvement*” which underpins so much of modern management mythology is strongly linked to Control. The willingness and ability to continuously evaluate one’s own performance and to make adjustments wherever possible are core **C+** aspects. In a meta-analysis of research into the links between the Big 5 and performance Barrick and Mount<sup>4</sup> state that Control, which is sometimes called Conscience or Conscientiousness, was “*a consistently valid predictor for all occupational groups studied and for all criterion types*”. Control covers dependability, care, thoroughness, and organisation and it also includes elements such as hardworking, achievement-oriented and persevering. Therefore people who exhibit a strong sense of obligations, responsibility and application tend to perform better at work. This is hardly surprising.

In Facet5 there are two domains covered by Control.

### C1 - Discipline

**C+** The keynote of this dimension is self-control, constructive self-criticism and conservatism. People in whom this aspect is strong tend to be more conservative and interested in maintaining the status quo. They like things to be well ordered and planned and prefer to think ahead. They are prepared to take a long term view and to be patient. They do not like to be rushed and look to do things in a measured and careful way. They can be seen as perfectionists.

**C-** is much more 'natural' and individualistic since they will do whatever comes naturally. They feel free and unrestrained by normal rules and social strictures. This allows their individuality to show but they may be seen as rather irresponsible and 'short term' in their thinking. They may have some difficulty in focusing on the longer term benefits. However they are more freethinking and less rule bound.

### C2 - Responsibility

**C+** takes things quite seriously and has a “mature” attitude to work. They will always try to adopt a 'responsible' attitude and take their duties seriously. In fact, duty and responsibility are cornerstones of **C+** and they will become frustrated and disillusioned by people who don't seem to share their views about rights and wrongs. They find it difficult to cope with erratic or unpredictable behaviour in others. **C+** are conscientious and will apply themselves consistently (even to unpleasant tasks) if they feel it is their duty.

In spite of the tendency towards conservatism and control (which can lead to a lack of spontaneity), this dimension is the one primarily responsible for self-improvement. **C+** are driven by a desire to do things better, more efficiently and in an ordered manner. There is a constant element of dissatisfaction with the status quo coupled with the desire and willingness to change things for the better.

**C-** wants things to happen more 'naturally' without restraint or inhibition. They are more hedonistic and will see attempts at *CONTROL* as stifling individuality. They believe in letting people have their freedom and will fight against attempts to restrain them. In extreme cases this search for freedom can become rebelliousness and they can be deliberately disruptive. They will constantly search for easier ways of doing things and their constant challenge for the status quo may be viewed as irresponsibility or disrespect. They have little time for hierarchy or order, preferring radical concepts. They can be viewed as mavericks, unwilling to fit into a large corporate regime.

### ***Emotionality and Control***

Although a person's level of emotionality is very difficult for an outsider to predict, this is especially the case for **C+** people. They do not let their feelings show and view overtly Emotional responses as evidence of weakness. Since it may be impossible to control emotions completely this can be a source of considerable frustration and annoyance to them. They find criticism difficult to accept no matter how well intentioned or tactful it may be since criticism implies they are imperfect. It is not that they would claim to be perfect but it's upsetting if someone reaffirms a weakness. This frustration may come out as irritability and a tendency to be even more judgmental and critical of others. They may be their own worst enemies and yet will like to believe they are continuing to behave with aplomb and consistency. Some examples:

- A highly Emotional, **C+** woman on a training programme was given sensitive feedback by another participant about her constant note-taking which, he felt, distracted her from taking a full part. He said that he really just wanted to talk to her but didn't believe she was listening since all she did was write notes. Her response was to say, "That's very interesting, I'll just make a note of it so I don't forget!" Needless to say her colleague was still further offended.
- A participant (**C+**, high Emotionality, **W-**) was enrolled on a development programme where little information was available beforehand. He was in a group where he felt he was being overlooked. He became increasingly withdrawn and sulky and eventually announced that he was going to go home since this programme was useless for him. It took a lot of careful counselling before his true concerns emerged.

**C+** people tend to be perfectionists but Emotionality adds an edge to this. They become very critical of things that are not done 'properly' and, under pressure will tend to blame the resources (equipment, location, circumstances etc.). Unless Will is reasonably high as well, they will rarely blame other people. This can lead to examples of displaced aggression as they get indignant with everything except the person who caused the problem. As a result their true concerns can be hard to fathom.

**C-** and Emotionality combine quite subtly. Some of the elements of Emotionality itself such as forgetfulness and distractibility, can be quite similar, to an observer, to **C-** by itself. **C-** can appear forgetful purely since they can't see the importance of a particular event, or feel that they can handle it as it arises. Similarly, because they don't like planning too far ahead and get bored with routine, they can give the impression of being easily distracted. When the two aspects are combined, therefore, the person is likely to

be more distractible and easily deflected, particularly when the task is becoming more repetitive or detailed.

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## REFERENCES & NOTES

<sup>1</sup>Sternberg, R.J. (1985) **Beyond IQ**, Cambridge University Press

<sup>2</sup> Golman, D. "Emotional Intelligence", 1995 New York: Bantam Books.

<sup>3</sup>A- has been linked empirically with the old idea of hysterical personalities who were felt to be manipulating a situation to advantage.

<sup>4</sup> Barrick M.R. & Mount M.K., "The Big Five Personality Dimensions and Job Performance: A Meta Analysis", *Personnel Psychology*, 1991, vol 44