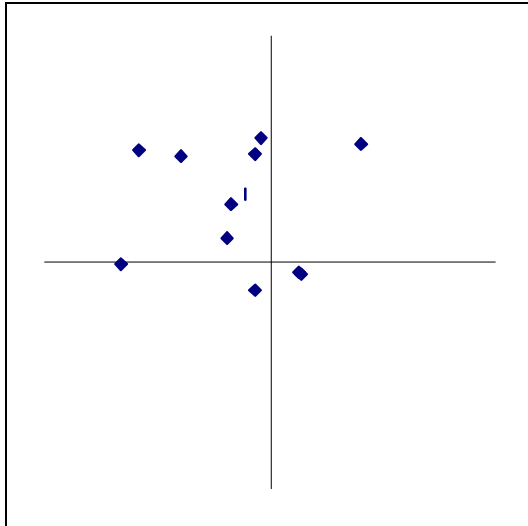




3. Facet Live - Culture Clash

The following study took place in an investment bank, and came about as a result of complaints about a team of investment bankers. This team was comprised of the international investment bankers based in New York and their style of operation was being poorly received by other banking functions. They were very gung-ho, aggressive and forthright, and this caused difficulties internally in their dealings with other departments. To investigate the problem further the staff involved completed Facet questionnaires. The resulting Scatterplot of the data can be seen below:



Feedback on the investment bankers was also received from the other banking function using a questionnaire derived from critical incidents. This feedback was then compared with commentary from the aggregated Facet scores for the investment bankers. Facet will generate comments on both the Family page and the Interview Guide pages, and it is this commentary that was used. The consistency of comments was evaluated and coded according to whether the two sources of information agreed i.e. could comments made by cross functional peers be predicted from the Facet data? The peer comments were not made available to the consultant making predictions from the Facet Data. The information was then written up under the headings "Positive" and "Negative" Comments as follows:

Negative Comments	Made from Facet ↓			
	Made by Peers Yes		No	
↓	No	%	No	%
Yes	16	94%	1	6%
No	1	6%	16	94%
Total comments	17	100%	17	100%

Positive Comments	Made from Facet ↓			
	Made by Peers Yes		No	
↓	No	%	No	%
Yes	10	83%	2	17%
No	2	17%	10	83%
Total comments	12	100%	12	100%

This information was used as the basis for a team development workshop aimed at improving internal working relationships. Links were drawn between the personal styles of individuals and the way they were perceived by their colleagues, and the implications of that for business performance. Action plans were developed to promote understanding between individuals and engineer relationships between team members. Individuals then had to report back on their progress and further group feedback sessions were held.