

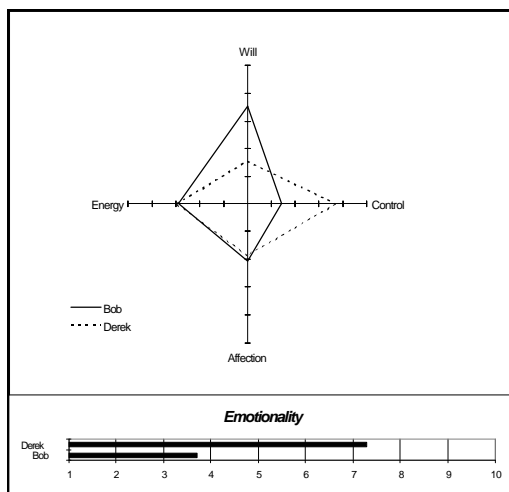


4. Facet Live - Conflict at Work

The ability of Facet to overlay Profiles of individuals for comparison purposes can be a valuable asset for exploring relationships where issues are arising. Problems that arise between co-workers as a result of their behavioural styles can be extremely damaging to morale and productivity, and can have an much wider effect in the workplace than on the individuals concerned. Such problems though can be avoided. Behavioural style can be modified, and by the individual's concerned having an understanding of each other's personality, and therefore why they behave the way they do, it is possible to mediate such situations to a successful outcome.

An example of Facet being used this way can be seen on the case of Derek and Bob. Bob is a manager in an investment bank and Derek is his direct subordinate. Both were complaining about each others performance to such a degree that intervention was requested by the manager. On being interviewed Bob revealed that he felt that Derek was indecisive rule-bound and overly conservative. That he would procrastinate endlessly over decisions, seemed unable to respond quickly to any of Bob's ideas and insisted on formulating details and processes, and going by the book for any task that was given to him. When upset Derek would sulk and become withdrawn. In contrast Derek felt that Bob was impulsive, inconsiderate and unsupportive. Derek complained that Bob was always trying to push new ideas on him without any reasoned thought about the implications, refused to lay down any processes for actually doing anything and just left him to get on with things without any guidance. Bob's haphazard organisation, reliance on chaos theory, and laid back attitude also contributed to Derek's angst.

Overlaying the Facet Profiles revealed clear differences in behavioural style and gave an insight into the root of the problems.



The data was used as the basis for discussion between the two with an accredited Facet user as a mediator. By using Facet to look at differences in behavioural style, the issues could be explained and discussed in a constructive manner.

Both Derek and Bob are similar in their Energy and Affection scores, where they differ is on their Will, Control and Emotionality scores. These differences are what were causing the issues to arise. Firstly Bob is a lot higher in Will than Derek. To Derek this would make Bob seem pushy and goal orientated to the degree of appearing inconsiderate. Bob's low control would make him appear as impulsive and disorganised with a disregard for process and rules. Finally Bob's low Emotionality would make him appear largely impassive to Derek's plight and somewhat laid back.

In contrast Derek would appear to Bob as indecisive and someone who could be pushed around to some degree due to the low Will score. Derek's high control would instil a need in him to follow procedures and look carefully at every detail. To a low control individual like Bob this insistence on following the rules and being unable to run with new ideas was infuriating. Derek's higher Emotionality level would tend to make him prone to become offended by Bob's behaviour and react by avoiding Bob.

These were some of the issues that came out in the discussion. Facet allowed a clear graphical picture of the behavioural issues to be rendered and provided a common language for dialogue. By helping to explain the causes of the differences in perception and creating an avenue for discussion between Derek and Bob, behaviour changes were agreed by both sides. With an understanding of each others styles it was possible for them to work successfully with one another and avoid the kind of issues that had dogged their relationship previously.

Facet can overlay any number of Profiles to explore relationships between individuals in order to address and resolve any issues that may be arising as a result of behavioural style. By better understanding individual needs and styles and how your own behaviour impacts upon others, it is possible to overcome interpersonal problems in the workplace.