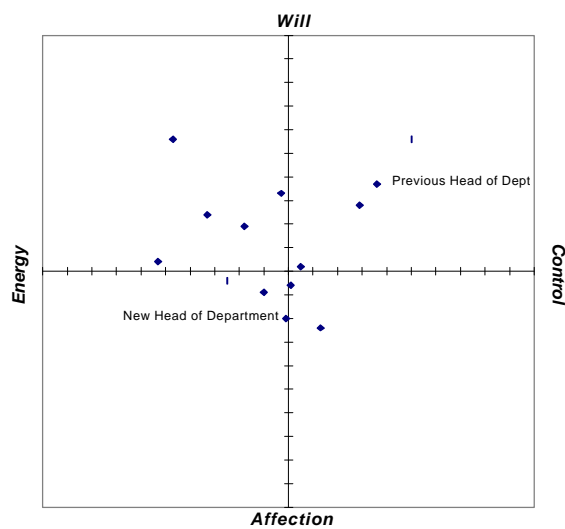


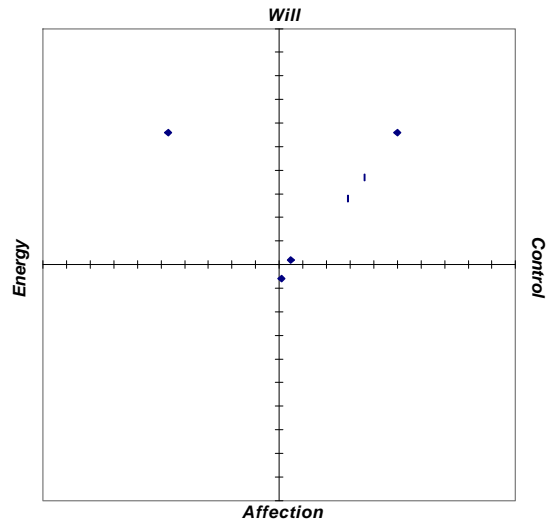
## 6. Facet Live - Getting A Head



A large, aggressive commercial organisation wished to employ a new head of Human Resources. The organisation wanted someone with a supportive, more conciliatory and approachable style than the previous incumbent. The final candidates were assessed in a process that included the use of Facet. The report on the final choice candidate advised that while his behavioural style met the criteria laid down by the company, the Facet data suggested that this individual was perhaps too caring and too flexible in his views and not combative enough to be a good fit for the prevailing culture. Changes over the next year were monitored.

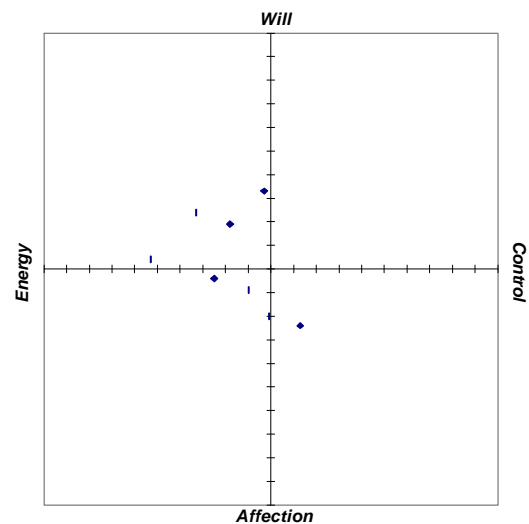


1) In the first graph the entire department can be seen together with the old and new heads of HR. The two clearly have very different behavioural styles, with the Old head having a predominance of Will and Control that will make him appear driven, focused, determined and organised whilst the New head has low Will and Control, making him seem less driving and easier to persuade. This is likely to have an effect within the team, and possibly throughout the organisation.



2) The second graph shows those that left after the within 6 months of the new head being appointed. It can be seen that it is those with a significantly higher Will than the new head that left. It would appear that differences in level of Control also had an effect. Those that left would have seen the new head as being indecisive, unassertive, irresolute indeterminate, unfocused, unreliable, unpredictable.

3) The third graph shows the profile of the remaining team under the new head.



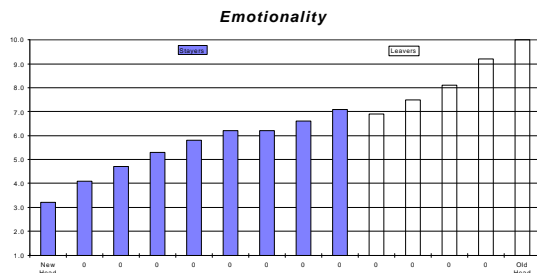
It can be seen that those that stayed are, like the new head, lower in Will and Control. The department has become more homogenous with a more, adaptable, obliging, understanding and responsive outlook than was previously the case.



# 6. Facet Live - Getting A Head

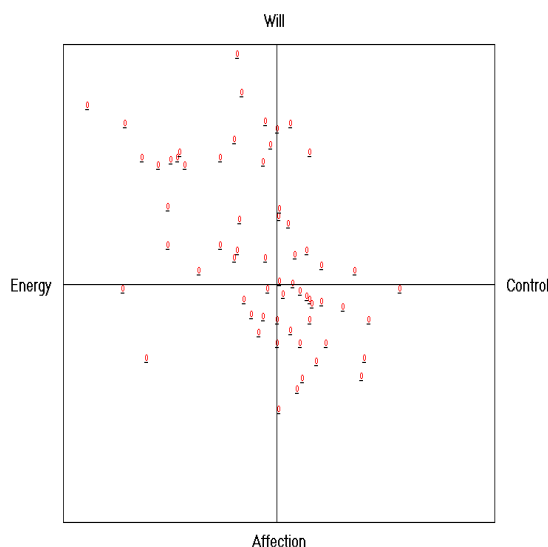
It would appear that in this case Emotionality also had an effect as the original HR head had high levels of Emotionality. The new head had much lower levels. This would make him appear confident but perhaps somewhat complacent to those with higher levels of Emotionality.

4) Looking at the fourth diagram it is possible to compare levels of Emotionality in the team, including both the old and new heads, and the members of staff that left. All those that left are much more intense and anxious than the new head and could interpret his relaxed style as a lack of commitment and motivation.



This exercise highlights the importance of selecting people with the right attributes not just for the job, but for the organisation and team as well.

5) The overall profile of the company is predominantly one of high Will and high Energy, low Affection as can be seen in this fifth graph. It is a culture of hard nosed promotion, with the energy of the organisation going into negotiating, and deal making almost to the exclusion of other facets, particularly people, as demonstrated by the low Affection.



Within this culture the HR department and the new head in particular will be seen as not hard or driven enough, easy to convince, and concerned with issues of little importance. Almost certainly they will be taken advantage of by others in the organisation. The Facet Interview Guide for this person actually produced the prompts as follows:

- Waits for others- too accepting?
- Emphasises other people's wishes- too subservient?
- Accepts ideas proposed- Can be misled?
- Gets sidetracked by others who are more pushy?
- Flexible views- listens too much to others?
- Slow to decide- over analyses?
- Gives everybody a chance- naïve, taken advantage of?

These are exactly the types of comments that are now being made about him within the organisation

The case study demonstrates a number of issues that relate to both Person-Job and Person-Organisation fit. Social engineering is difficult and what you think you want and what you need might be very different. The study demonstrates what can happen when you introduce a new member into a team, in terms of impact within the team, and if that person is influential within the team, in terms of that team's impact through the organisation.

The study highlights the importance of both Person-job and Person-organisation fit. Facet can help you by addressing these types of issues early on and giving you clear information about individuals, teams, organisations and the interactions that occur between them all.