

## Reference Family: Developer

The Family Portrait report shows your profile and the "reference" profile so you can see immediately how close the fit is. You will see two profiles on the chart. The red one is your own profile which is overlaid on a grey profile which is the reference profile for your Family. The similarity between the two profiles will indicate how close you are to that reference profile. The Family Portrait gives a quick overview under a number of key headings.

## Word Picture

- Warm and sympathetic manner
- Genuine interest in others and desire to help
- Has strong sense of morality and responsibility
- Will defend others and stand up for them
- May neglect own interests
- Risks taking on too much

### Impact of emotionality

Low Emotionality will bring out a complacency and tendency to go to battle for others. Dustin Freeman may seem overly selfless.

## As Leader

- Communicates team objectives with enthusiasm
- Listens and encourages discussion
- Is understanding but sets high moral tone
- Implements goal setting process thoroughly
- Monitors performance carefully
- Provides measured and timely feedback
- Promotes own people even ahead of self

## Motivated by

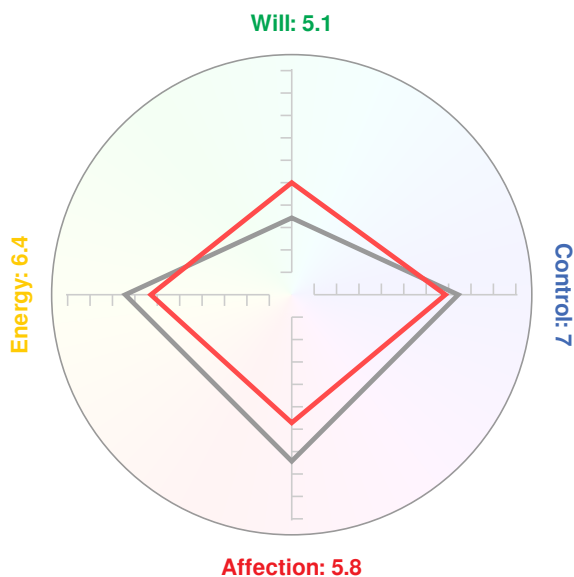
- Helping people to develop their talents
- Responsibility for people
- Developing a sense of identity and culture
- Maintaining morale in the team

## Contribution to a team

- Enjoys team work and participates well
- Promotes good relations in the group
- Encourages others to perform well
- Demonstrates clear team spirit
- Becomes too involved in personal issues
- Can interfere even from the best motives

## To Manage

- Present logical case based on reliable information and data
- Offer responsibility for guiding and developing others
- Provide information and allow time to think things through before committing
- Help develop skills as a peacemaker and arbiter
- Set up reporting process but offer little direct supervision
- Show respect and value for team
- Give chance to manage and develop a team



**Dustin Freeman is warm and empathetic with a genuine interest in and desire to help others. Dustin Freeman is a staunch defender of others and will defuse the tension in most teams.**

## Leadership

*You should expect:*

- presents company vision with conviction
- helps to develop personal objectives
- supports and guides colleagues
- defends and protects staff

*You should watch for:*

- takes on too much personally
- can be over-protective

## Interpersonal

*You should expect:*

- eager and genuine with people
- reaches out and encourages
- easy to approach
- sympathetic and understanding

*You should watch for:*

- better defender of others than self
- takes on too many issues

## Initiative and Effort

*You should expect:*

- works hard to deliver agreed goals
- always tries to consider others needs
- enthusiastic and willing
- thinks carefully before committing

*You should watch for:*

- lets others take charge
- too dependent on a team

## Communication

*You should expect:*

- value regular contact and discussion
- respects others' ideas - looks for consensus
- cheerful and positive in debate
- makes sure everyone is involved

*You should watch for:*

- can try too hard to help - seen as interfering
- can get too detailed

## Analysis and Decision Making

*You should expect:*

- researches carefully - listens to all
- analyses options - prepares a case well
- looks for a group decision
- implements quickly once a decision is made

*You should watch for:*

- can overanalyse - too much data
- avoids final decision - presents alternatives

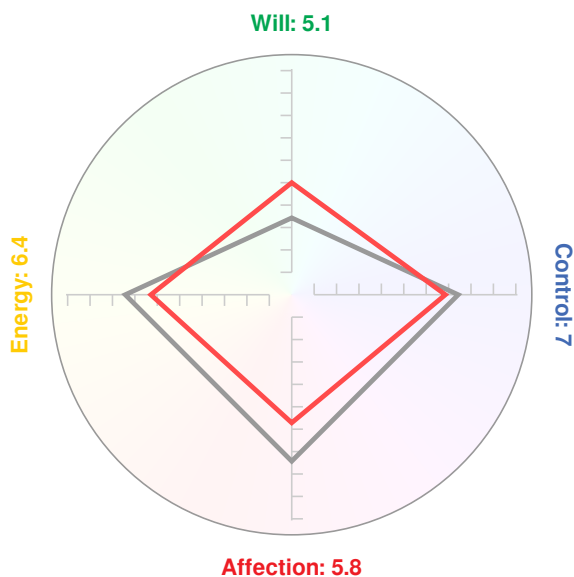
## Planning and Organising

*You should expect:*

- installs processes and procedures carefully
- evaluates and allocates resources efficiently
- gets people to agree share of workload
- always puts in effort

*You should watch for:*

- be too absorbed in processes
- be slow to adopt radical ideas



### Creating a Vision

- Respond to an open and accommodating manner
- Present a clear logical case for the vision based on reliable information and data
- Reinforce the potential it holds for stimulating peoples growth and development
- Emphasise how it fits with the corporate values and identity
- Describe how it will help to improve team spirit and promote cohesion
- Invite comments and suggest specific aspects that you would like Dustin Freeman to go away and think about

### Stimulating the Environment

- Offer Dustin Freeman positions of responsibility where an ability to guide and develop others is of primary importance
- Capitalise on Dustin Freeman's genuine interest in team work and collaborative projects
- Recognise Dustin Freeman's preference not to make decision until they have all the information and can consider all the alternatives
- Respond to Dustin Freeman's desire to work in a supportive environment where people are respected for 'who' as well as 'what' they are

### Treating People as Individuals

- Appeal to Dustin Freeman's desire to help and co-operate

- Do not underestimate the strength of Dustin Freeman's convictions and values
- Recognise Dustin Freeman's cautious, risk averse nature
- Be prepared to provide plenty of information and allow Dustin Freeman time to think things through before committing
- Give Dustin Freeman space to give an opinion without being challenged
- Appreciate that Dustin Freeman's prime loyalty lies with Dustin Freeman's group or team

### Goal Setting

- Suggest and agree clear goals and objectives
- Link as many goals as possible to team morale and performance
- Allow Dustin Freeman space to contribute ideas and suggestions
- Take account of Dustin Freeman's tendency to over commit and to fail to leave room to manoeuvre
- Create objectives that help develop Dustin Freeman's skills as a peacemaker and arbiter

### Monitoring Performance

- Provide opportunities for Dustin Freeman to report progress - Dustin Freeman will require very little direct supervision
- Allow Dustin Freeman to get on with the job with the reassurance of your support and approval

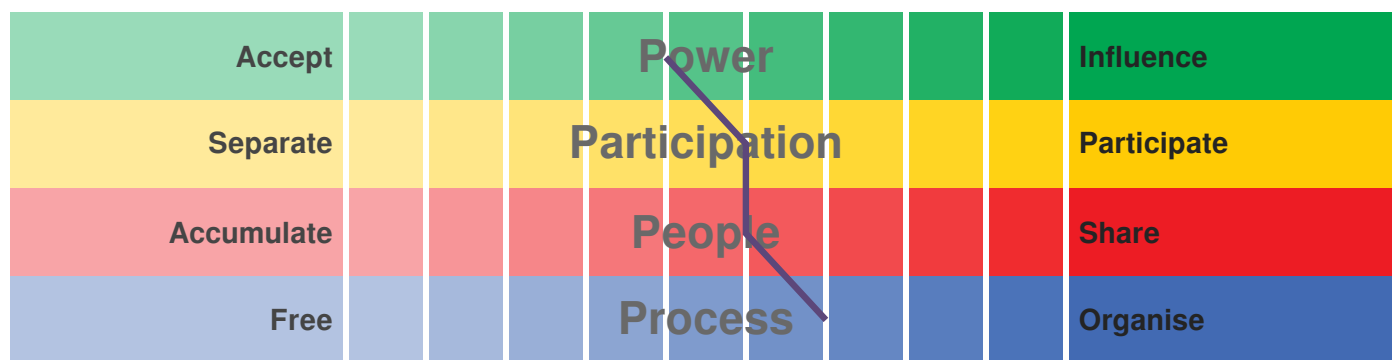
- Offer advice and assistance when required and be alert for signs of over-load
- Offer Dustin Freeman help in prioritising if this will help
- Allow Dustin Freeman time to adjust to any unforeseen change to plans and be sure to explain the rationale

### Providing Feedback

- Praise Dustin Freeman for loyalty, effort, commitment and team work
- Let Dustin Freeman know that you respect and value what is being done by the team and the organisation
- On the very rare occasions that criticism is required, be sure to criticise the action and not the person
- Negative feedback will usually centre on Dustin Freeman's tendency to be too conciliatory and to get too involved in personal issues

### Developing Careers

- Create opportunities for Dustin Freeman to manage and develop a team
- Dustin Freeman's interest in the development of others suggests success as a trainer, coach or mentor
- Help Dustin Freeman to recognise any personal gaps in development, and find a suitable mentor or manager who would serve as a guide and coach in those areas



**This pattern of Drivers suggest that Dustin Freeman is best suited by a role which provides the following**

- Helping people to develop their talents
- Responsibility for people and maintaining morale in the team
- Developing a sense of identity and culture
- Maintaining morale in the team

**Research has shown the following job elements to be key to maintaining Dustin Freeman’s motivation and interest**

- Working with people who don’t need guidance
- Working closely with a team
- Work that involves meeting new people
- Establishing close working relationships with colleagues
- Knowing my work is of value to others and society as a whole
- Helping people to develop their talents
- The opportunity to be recognised for your contribution to the team and developing others
- A well ordered and structured workplace


**Having to spend too much time on the following elements has been shown to be demotivating for Dustin Freeman and likely to lead to frustration**

- Being asked to make rapid unilateral decisions
- Lack of clear goals and uncertainty about your responsibilities
- Work that is highly technical or specialist
- Having to consistently work alone
- Dealing with change that is unstructured and unsupported
- Having to work with aggressive, self-serving people
- Lack of guidance or direction from your manager
- Poorly defined systems and procedures

# The Bell Curve

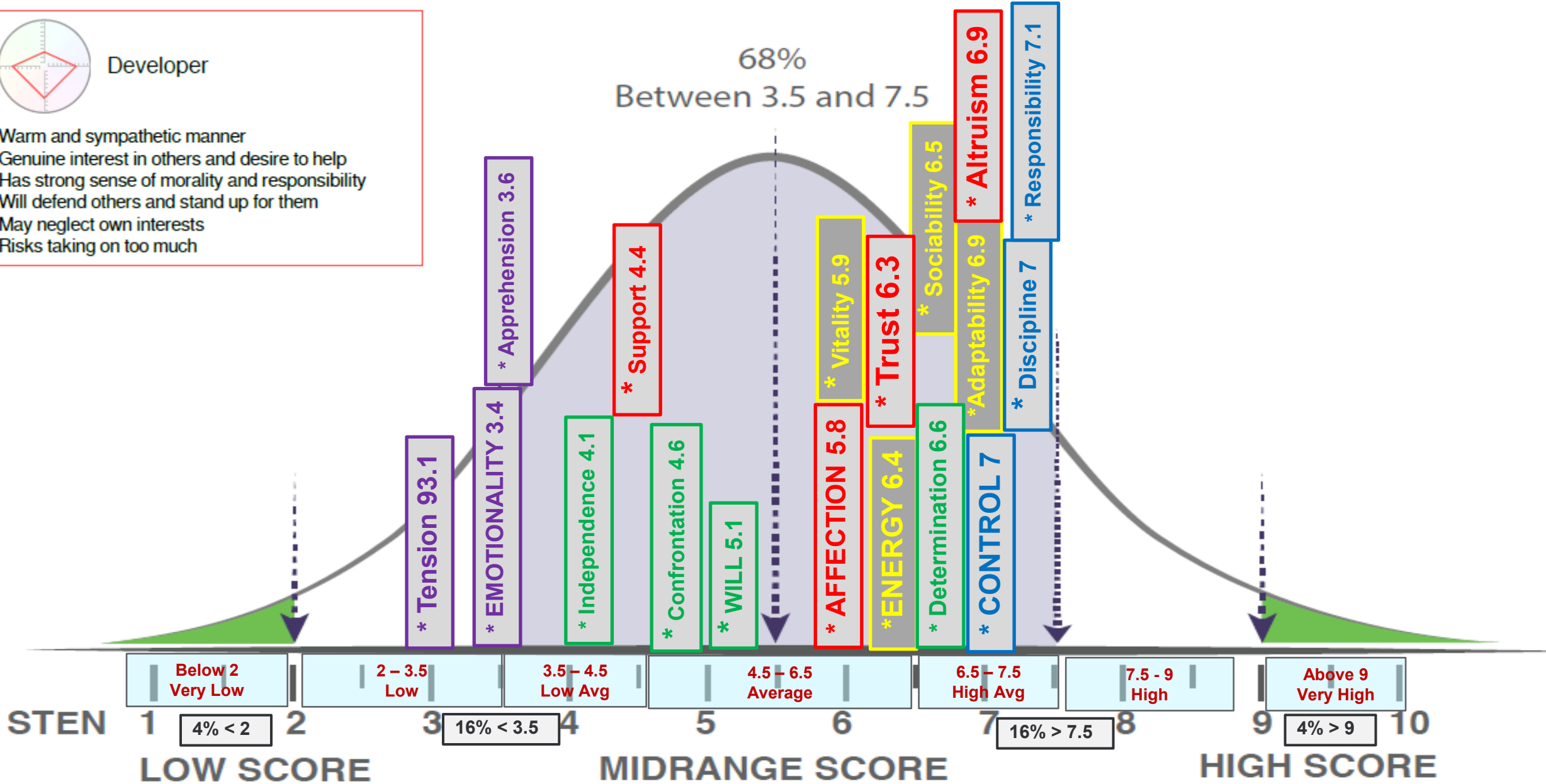
Dustin Freeman

Facet 5 Personality Summary



**Developer**

- Warm and sympathetic manner
- Genuine interest in others and desire to help
- Has strong sense of morality and responsibility
- Will defend others and stand up for them
- May neglect own interests
- Risks taking on too much



## Facet5 Factors

		Subscales	
<b>Will</b>	The driving force behind the promotion and defence of your own ideas	<b>Determination</b> <b>Confrontation</b> <b>Independence</b>	The inner drive to commit to own ideas A drive to confront issues as they arise A tendency to go your own way
<b>Energy</b>	The extent to which you need to interact with other people	<b>Vitality</b> <b>Sociability</b> <b>Adaptability</b>	Obvious enthusiasm and energy Interest in being with people Involving other's in your thinking
<b>Affection</b>	The degree which you are 'Self or 'Others' focused	<b>Altruism</b> <b>Support</b> <b>Trust</b>	Putting other people's interests first Always trying to be understanding Tendency to take people at face value
<b>Control</b>	A measure of the amount of self-discipline and responsibility you have	<b>Discipline</b> <b>Responsibility</b>	Being personally organised and planned Being willing to take personal responsibility
<b>Emotionality</b>	A measure of the level of anxiety and apprehension you experience in your everyday life	<b>Tension</b> <b>Apprehension</b>	A general sense of tension or stress Being cautious and not over-optimistic