

## Reference Family: Entrepreneur

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

- Confident, self-assured manner
- Outgoing and stands out in the crowd
- Definite sense of direction and method
- Stands up for own opinions
- May seem 'larger than life'
- Can be insensitive or even uncaring

## Contribution to a team

- Provides focus and sense of purpose
- Actively motivates others to achieve
- Researches well and takes a strategic view
- Pushes for the best possible result
- Intolerant
- Pushes ahead quickly
- Very competitive

## To Manage

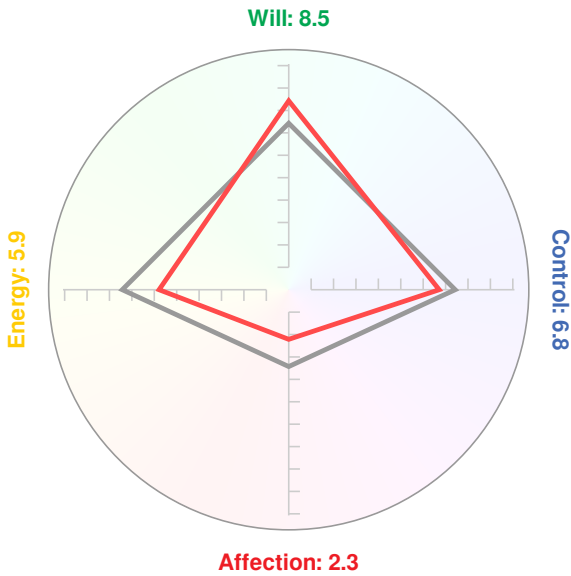
- Stress the challenge and risk involved
- Give freedom to assert control and to create and lead a team of deliverers
- Respond to the need to talk and consult
- Agree tough and challenging end goals
- Use a 'hands off' style but be accessible
- Show how success contributes to their future prospects
- Give opportunities to achieve recognition and status

## As Leader

- Focused and enthusiastic leader
- Challenges people to stretch themselves
- Understanding provided that people are business focussed
- Involves people in setting clear goals
- Stays close to business progress
- Provides immediate and blunt commentary on results
- Champions own people when they are winning

## Motivated by

- Creating a business from scratch
- Full accountability
- Material reward for own efforts and results
- The chance to create and lead a team of deliverers



**Brian Willard is a powerful individual combining a strong sense of purpose with a forcible understanding of methodology and a highly sociable and communicative nature.**

## Leadership

*You should expect:*

- creates and communicates a clear focus
- inspires and enthuses others
- sets goals and allocates tasks effectively
- identifies and sticks to practical issues

*You should watch for:*

- tough on people who don't follow the line
- aggressive in pursuit of corporate goals

## Interpersonal

*You should expect:*

- will maintain important relationships
- evaluates people quickly
- manages relationships carefully
- approachable but focuses on business

*You should watch for:*

- dismissive of 'unimportant' people
- too demanding of people who are useful

## Initiative and Effort

*You should expect:*

- assumes responsibility with ease
- energetic and committed
- strong focus on business objectives
- responds well to a challenge

*You should watch for:*

- prepared to push hard to get own way
- ruthless if people or things interfere

## Communication

*You should expect:*

- politically astute
- effective and authoritative manner
- understands the power of information
- persuades and motivates key people

*You should watch for:*

- dominates conversations
- insensitive to others' wishes

## Analysis and Decision Making

*You should expect:*

- sets and imposes overall objective
- evaluates alternatives thoroughly
- decides quickly on best way forward
- implements plans with enthusiasm

*You should watch for:*

- disinterested in other peoples' needs
- can mislead through own conviction

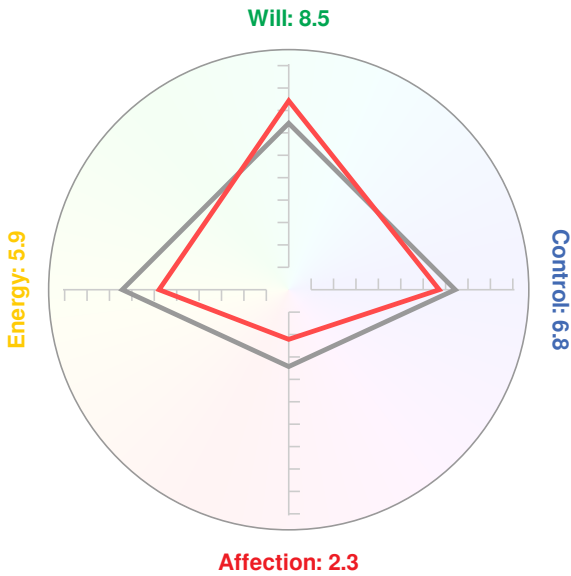
## Planning and Organising

*You should expect:*

- sets overall objective easily
- puts plans in place to achieve targets
- monitors performance carefully
- allocates roles and tasks effectively

*You should watch for:*

- convinced of own way forward
- really sees only own interests



## Creating a Vision

- Convey your message with enthusiasm
- Get straight to the point, leaving plenty of scope for Brian Willard to interrupt, challenge, and comment
- Use practical examples and appeal to Brian Willard's logic
- Stress the challenge and risk involved and how Brian Willard's contribution is vital for ensuring success
- Show how new ideas fit with Brian Willard's own
- Sell the benefits for Brian Willard personally and tap into the sense of direction and urgency

## Stimulating the Environment

- Recognise Brian Willard's need for status and positions of responsibility with full accountability for results
- Provide opportunities for Brian Willard to assert control and to create and lead a team of deliverers
- Capitalise on Brian Willard's talent for creating practical solutions and producing tangible results
- Create opportunities for Brian Willard to work with people who are positive and share the energy, drive and need to win
- Keep involved and well informed - Brian Willard needs to feel at the centre of things

## Treating People as Individuals

- Respect Brian Willard's pride, confidence and 'can do' attitude

- Relate to Brian Willard in a friendly but business-like manner
- Respond to a need to talk and consult by listening to what Brian Willard has to say, but remember Brian Willard's tendency to allow self-interest to obscure judgement
- Recognise that Brian Willard tends to view things in a very 'black and white' way and can be slow to compromise or see alternative course of action

## Goal Setting

- Agree tough and challenging end goals and measurable outcomes but leave the detail to Brian Willard
- Take account of Brian Willard's ability to push things forward by providing focus and a sense of purpose
- Recognise Brian Willard's respect for quality, and talent for ensuring high standards are imposed and met
- When necessary, counteract Brian Willard's tendency to be insensitive and intolerant of less driven individuals by setting some specific people focused goals and objectives. Be prepared to explain why and to meet some resistance to them

## Monitoring Performance

- Brian Willard expects and respects a tough and pragmatic manager, but will strongly resent and resist tight management controls
- Use a 'hands off' style but be accessible and available for discussion and consultation

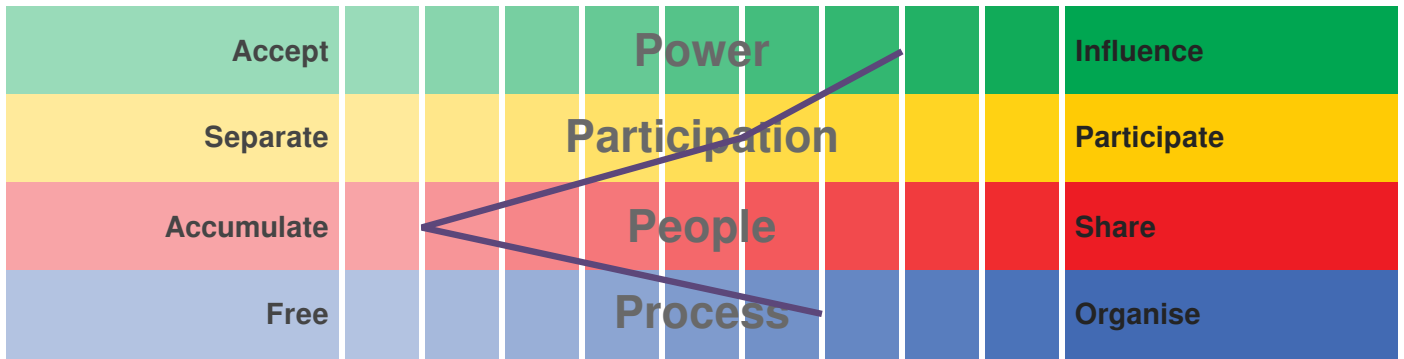
- Brian Willard can be relied upon to push for the best possible results and to deliver, but will at times need firm guidance about how to do this without upsetting or antagonising other people

## Providing Feedback

- Praise Brian Willard for personal achievements
- Show how Brian Willard's success contributes to future prospects and links with material rewards
- Avoid direct criticism and be sure of your facts and the details when giving negative feedback
- Expect Brian Willard to defend and justify actions using very logical and rational arguments - prepare to defend your own in the same way
- Do not expect to 'win' - seek common ground and work on finding a mutually 'face saving' solution

## Developing Careers

- Brian Willard will look for opportunities to make a mark as an individual, achieve recognition and status and have efforts well rewarded in the material sense
- Offer Brian Willard the challenge of tackling new situations and developing knowledge and experience
- Brian Willard learns best by 'doing' and will want evidence and practical examples of how theories and ideas work in practice before committing



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

- Creating a business from scratch
- Full accountability
- Material reward for own efforts and results
- The chance to create and lead a team of deliverers

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

- The opportunity to manage others to deliver on your goals
- Constant challenge across a broad range of issues
- The opportunity to influence and convince others
- Being recognised for the calibre of your thinking
- A role that provides variety and change
- A clear organisational structure that you can advance in
- Being materially rewarded for achievements
- Meeting new people inside and outside the organisation

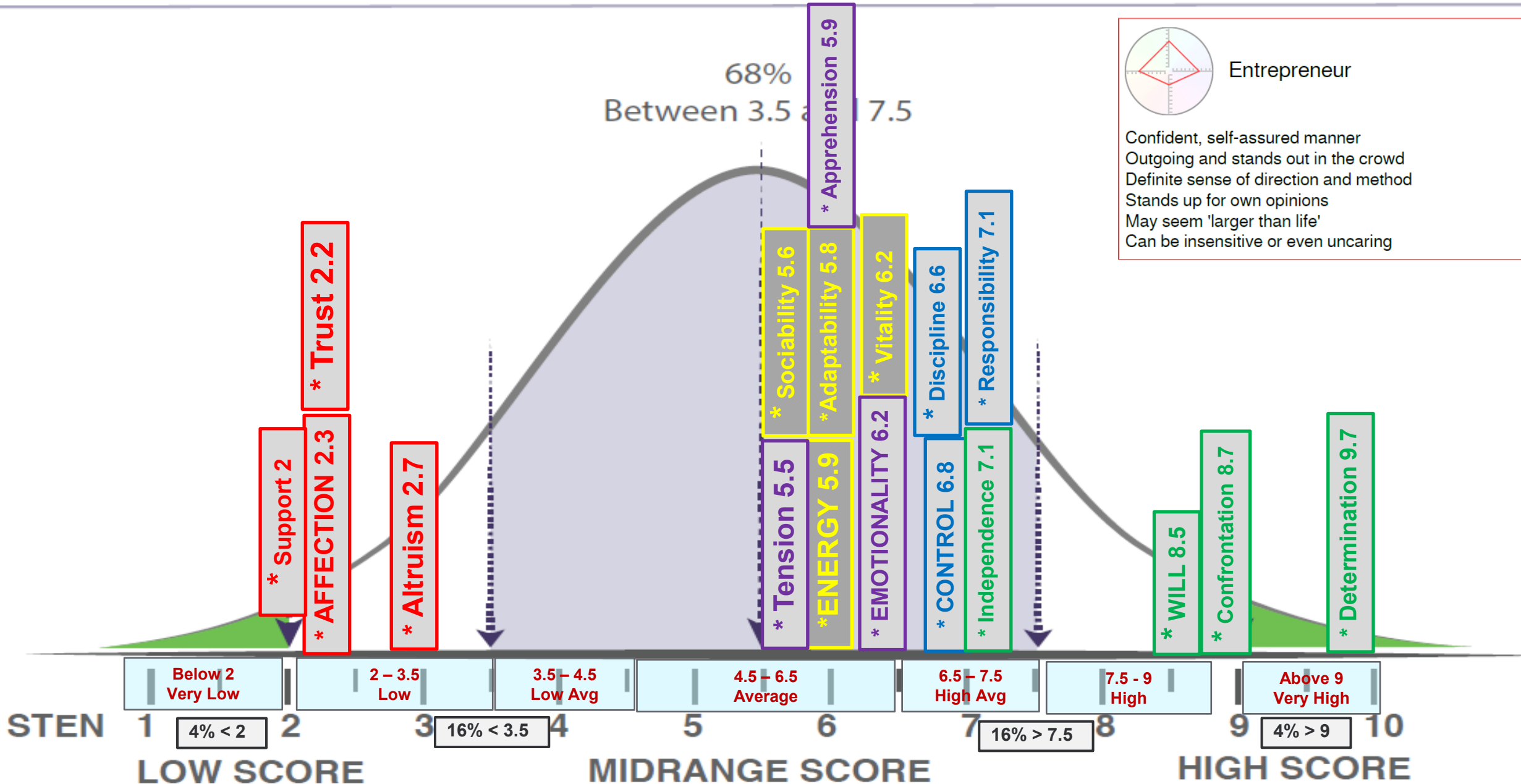
**Having to spend too much time on the following elements has been shown to be demotivating for Brian Willard and likely to lead to frustration**

- Having to spend time managing 'people' issues
- Working alone, not being able to talk through ideas
- Tight management from above
- Shared responsibilities
- Easy work that doesn't provide constant challenge
- Highly specialised, technical work
- Long-term, detailed projects
- Having to do the same work every day

# The Bell Curve

Brian Willard

## Facet 5 Personality Summary



## 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