

Reference Family: Generalist

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

- Ebullient, gregarious and fun-loving
- Prepared to mix with anyone
- Demanding but flexible
- Adapts to people or circumstances
- Can be all things to all people
- Interferes with others' work

Contribution to a team

- Commits to a group and enjoys team work
- Enthusiasm for new projects
- Infectious style motivates others
- Brings people together - positive atmosphere
- Tries to do too much
- May distract the group's attention

To Manage

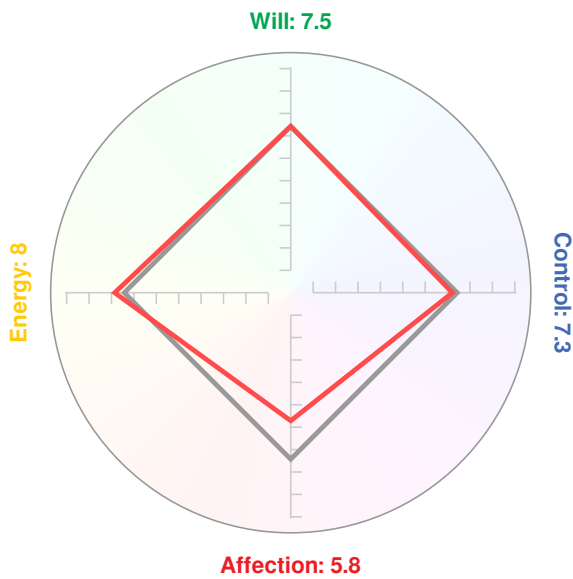
- Appeal to sense of adventure and interest in new projects
- Channel energies into projects relevant to current goals and objectives
- Encourage the positive outlook and 'can do' attitude
- Watch for over committing and spreading too thinly
- Show an ongoing interest and create a friendly, efficient system for monitoring
- Openly praise and acknowledge successes and achievements
- Watch for signs of discontent that will result once interest is lost

As Leader

- Communicates a vision with enthusiasm and conviction
- Challenges, encourages and excites
- Encourages all to accept view of the future
- Involves people in setting challenging goals
- Monitors progress and gets closely involved
- Provides immediate but supportive feedback on results
- Actively promotes the cause of own people

Motivated by

- Getting involved in everything
- A wide ranging mission
- All aspects of an organisation's work



Sheldon Edmondson is an outgoing fun loving person with strong, yet flexible, views and a genuine compassion for others. Keen to achieve with a sense of vision and purpose.

Leadership

You should expect:

- can communicate goals with enthusiasm
- powerful, challenging and confident style
- a real concern for colleagues
- practical and hard working

You should watch for:

- moves too fast - can dominate
- headstrong - doesn't look for pitfalls

Interpersonal

You should expect:

- will be personable and popular
- logical and enthusiastic
- reaches out to others
- welcoming and encouraging

You should watch for:

- can take things to extremes
- distracting to others

Initiative and Effort

You should expect:

- quick to take charge of a situation
- takes responsibility for own decisions
- implements plans with conviction
- wide ranging interests

You should watch for:

- taking charge inappropriately
- trying to do too much at once

Communication

You should expect:

- communicate with ease
- talks readily and uses humour
- looks to the future and the big picture
- persuasive and up-beat

You should watch for:

- jumping to conclusions
- unwillingness to listen

Analysis and Decision Making

You should expect:

- keen decision-makers
- takes strategic view
- looks for a total solution
- uses information and takes time to explain

You should watch for:

- trying to do too much at once
- glossing over subtleties

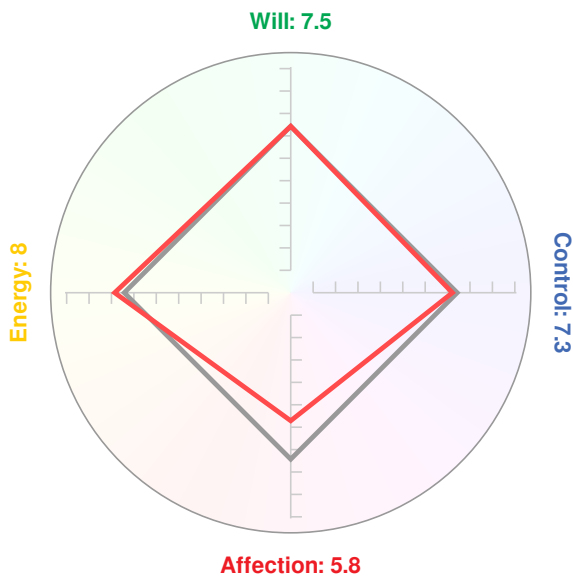
Planning and Organising

You should expect:

- creates an effective business plan
- communicates the plan emphatically
- monitors results carefully
- corrects people quickly and factually

You should watch for:

- ignoring the complexities
- failing to accommodate others' ideas



Creating a Vision

- Appeal to Sheldon Edmondson's sense of adventure and interest in new ventures and projects
- Outline the broad vision with enthusiasm and verve
- Emphasise the opportunities where Sheldon Edmondson can contribute and make their mark
- Ask for direct support in helping you to sell the vision on to others
- Openly acknowledge Sheldon Edmondson's capacity to 'turn a hand' to most things that interest and to make a success of them

Stimulating the Environment

- Respond to Sheldon Edmondson's need for involvement, achievement and leadership
- Channel energies into projects that interest and meet Sheldon Edmondson's current personal goals and objectives
- Offer an informal, friendly working environment that is tolerant of lively individuals and is relatively free from bureaucracy and red tape
- Create opportunities for Sheldon Edmondson to gain a wide variety of experience and knowledge

Treating People as Individuals

- Respond to Sheldon Edmondson's warmth and openness
- Respect Sheldon Edmondson's need to feel fully informed and involved and to have opinions listened to

- Encourage Sheldon Edmondson's positive outlook and 'can do' attitude - but be alert to a tendency not to listen to opposing views and to underplay potential pitfalls
- Tolerate Sheldon Edmondson's informal style but help to recognise when and where this could be a disadvantage
- Help Sheldon Edmondson to keep things in perspective and avoid over-complicating situations and events

Goal Setting

- Agree challenging, short term goals
- Trust Sheldon Edmondson to establish an operating framework which will usually be flexible, leaving room for adjustment and modification
- Be aware of Sheldon Edmondson's tendency to overestimate what can be done, to over commit and spread too thinly
- Build in objectives to help Sheldon Edmondson delegate

Monitoring Performance

- Resist asserting too much control and avoid any obvious interference in Sheldon Edmondson's work
- Show a genuine ongoing interest and concern and operate a friendly but efficient system for monitoring progress
- Support, facilitate and assist, rather than use position or power to influence Sheldon Edmondson's decisions
- Look for signs of frustration, overload, boredom and a shift in interests - this

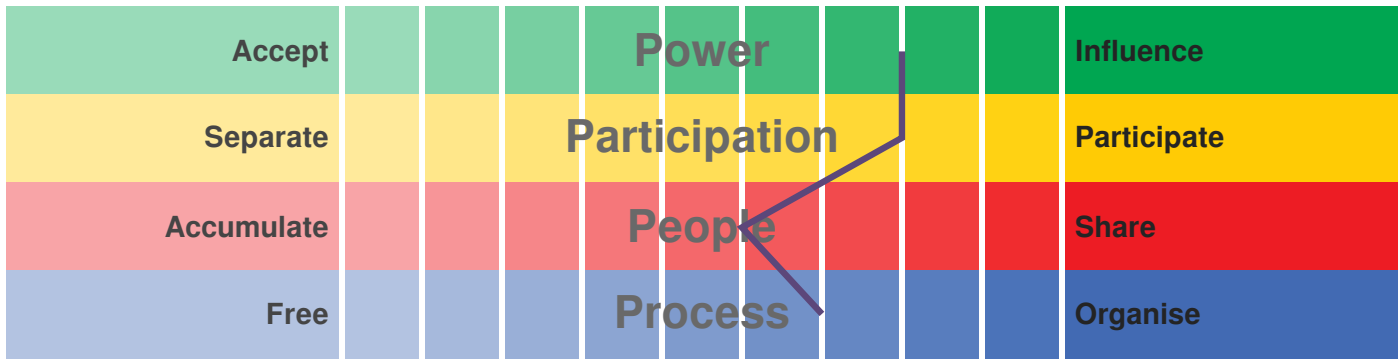
could be a signal for your help and direction

Providing Feedback

- Openly praise and acknowledge Sheldon Edmondson's successes and achievements
- Provide a clear account of what you feel has been done well and not so well
- Avoid giving or implying direct criticism - it will hurt, making Sheldon Edmondson defensive and stubborn - insisting that decisions are right and actions are justified
- Negative feedback will usually centre on Sheldon Edmondson's tendency to take on too much or the adverse impact on less outgoing or forthright people

Developing Careers

- Respond to Sheldon Edmondson's capacity to conform to what is required
- Watch for signs of discontent once interest is lost, other issues arise or direction is changed
- Help to find variety at work and to believe that Sheldon Edmondson is playing a significant role at the centre of things
- Developmental issues will usually concern Sheldon Edmondson's need to moderate an exuberant style



This pattern of Drivers suggest that Sheldon Edmonson is best suited by a role which provides the following

- The opportunity to be involved in a variety of projects across different areas of the business
- A wide ranging mission

Research has shown the following job elements to be key to maintaining Sheldon Edmonson’s motivation and interest

- Leadership of a team or business
- The opportunity to influence and take important decisions
- Being recognised for your contribution by others in your network
- A structured, but informal, workplace
- The chance to develop others
- To be part of an active, productive team
- A structured, but informal, workplace
- Good prospects for developing your skills and moving up in an organisation

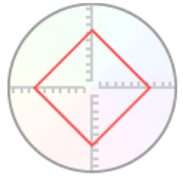
Having to spend too much time on the following elements has been shown to be demotivating for Sheldon Edmonson and likely to lead to frustration

- Specialist, long-term technical work
- An environment where people are not considered
- Being denied the opportunity to shine
- Working alone for extended periods of time
- Shared responsibilities for your own deliverables
- A 'status-free' environment where your position is not recognised
- Not being given a chance to see jobs through to your level of satisfaction
- Lack of opportunity to broaden your knowledge and experience

The Bell Curve

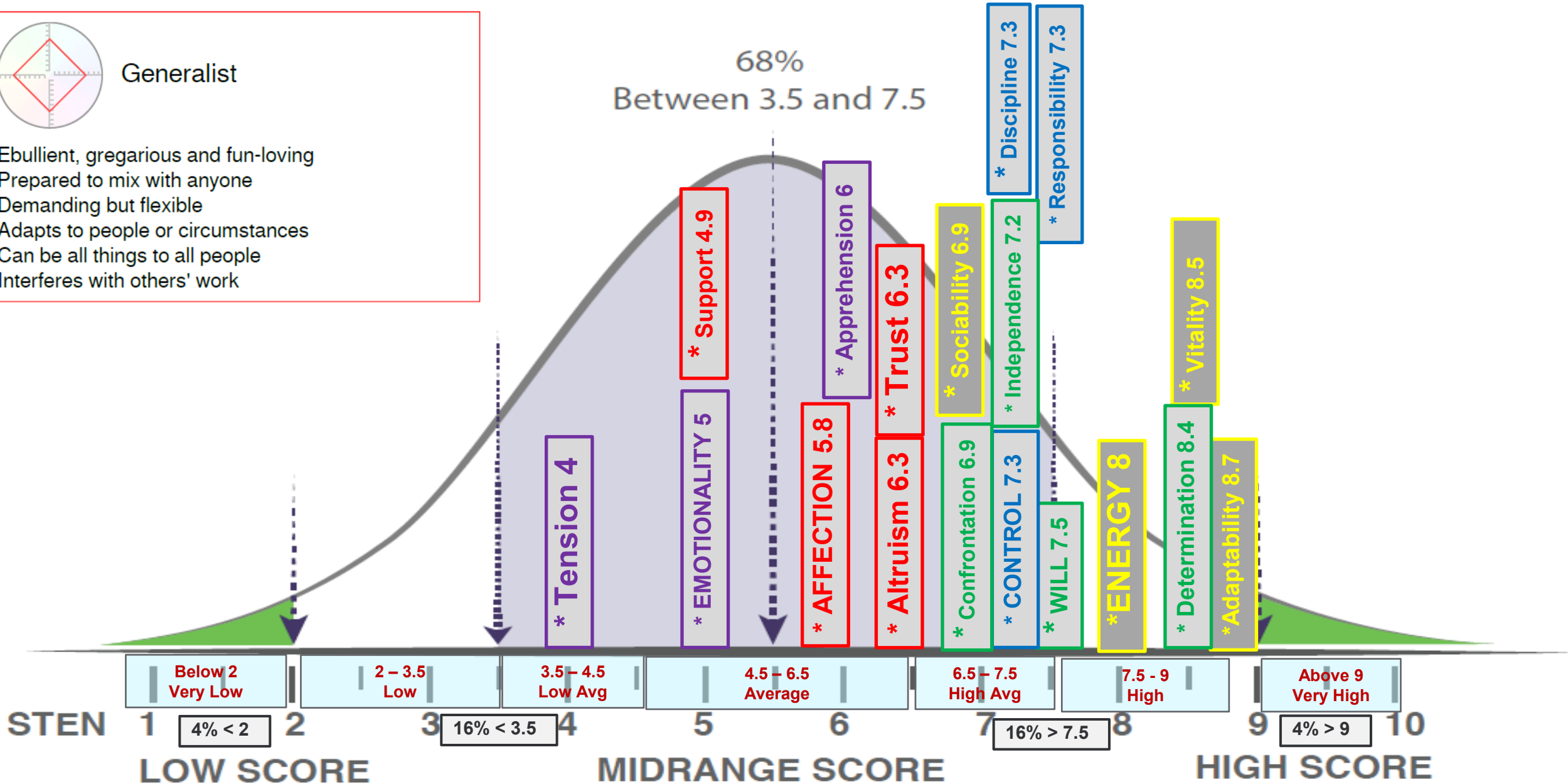
Sheldon Edmonson

Facet 5 Personality Summary



Generalist

Ebullient, gregarious and fun-loving
 Prepared to mix with anyone
 Demanding but flexible
 Adapts to people or circumstances
 Can be all things to all people
 Interferes with others' work



Facet5 Factors

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