

Reference Family: Facilitator

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

- Social and out-going manner
- Likes to meet people and exchange ideas
- Puts others' interests ahead of own
- Tolerant and understanding
- Can be too relaxed and friendly
- May seem to lack business focus

Contribution to a team

- Encourages involvement and team-work
- Takes a participative role, encouraging others
- Enthusiastic and energetic contributor
- Is creative and free-thinking
- May not finish things off
- Can be unreliable, takes on too much

To Manage

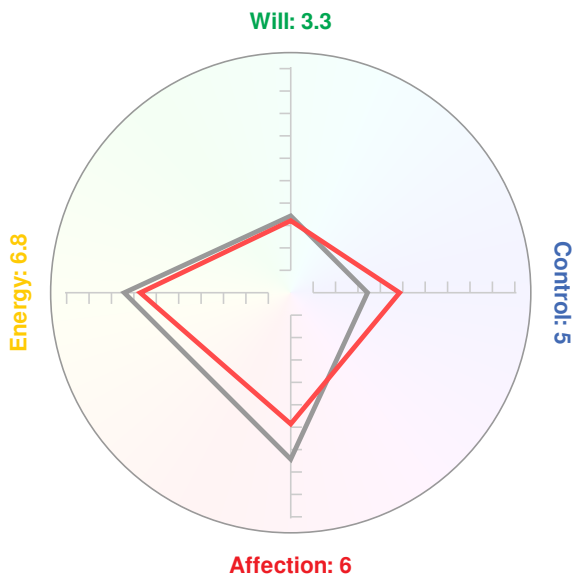
- Appeal to sense of team spirit
- Point out opportunities to represent and defend others' interests
- Warn against taking on too much and sacrificing own interests
- Assist with prioritising
- Watch for a tendency to be distracted and lose focus
- Show approval and value as a member of the team
- Encourage a career that builds on social skills and facilitation

As Leader

- Enthusiastic and caring
- Talks and encourages but doesn't challenge
- Non-judgmental and positive about people
- Helps others to set guidelines
- Doesn't monitor closely but accessible
- Discusses but can be too understanding
- Actively promotes other people's causes

Motivated by

- Team membership
- Transferring information - training people
- Helping develop people, ideas and introducing change
- Work which has meaning and value to others



Nick Gallaher is sociable with a genuine interest in and liking for people. Tolerant and understanding, often putting others' needs first. Nick Gallaher is creative and freethinking and always tries to work with people and find genuine consensus.

Leadership

You should expect:

- encourages teamwork
- is concerned with people's well being
- focuses on colleagues' needs
- responds to requests for help

You should watch for:

- avoiding conflict and discipline issues
- too dependent on others' support

Interpersonal

You should expect:

- a pleasant person to have around
- sociable and genuinely empathic
- likes to work in a team
- will build good working relationships

You should watch for:

- too responsive to others' wishes
- undemanding of other people

Initiative and Effort

You should expect:

- responds to other people's wishes
- works hard on team projects
- brings an element of fun to work
- puts own wishes last

You should watch for:

- being too laid back and accepting
- failing to challenge unrealistic ideas

Communication

You should expect:

- speaks readily and encourages contributions
- enjoys innovation and new ideas
- positive and helpful
- brings disparate views together

You should watch for:

- becoming distracted and chatty
- not listening properly - making assumptions

Analysis and Decision Making

You should expect:

- values consensus and consults broadly
- encourages a range of possibilities
- tries to find a popular view
- can be radical and innovative

You should watch for:

- too quick to compromise
- lacking an independent opinion

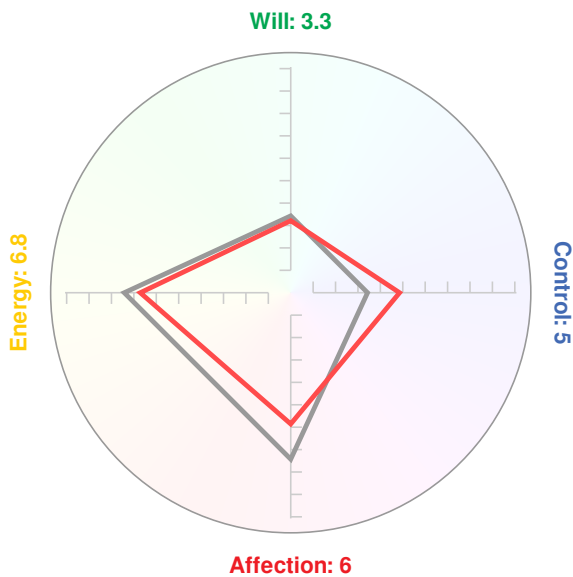
Planning and Organising

You should expect:

- likely to respond to things as they occur
- modifies and adapts to changes
- takes on a lot personally
- doesn't overload colleagues with work

You should watch for:

- likely to over-commit
- disorganised and careless about detail



Creating a Vision

- Tap into Nick Gallaher's interest in progress, change and innovation
- Emphasise the human and social benefits inherent in the vision
- Appeal to Nick Gallaher's sense of team spirit by emphasising the importance of 'pooling resources' and 'pulling together'
- Recognise Nick Gallaher's strengths as an advocate of change and the ability to communicate and engender trust and commitment

Stimulating the Environment

- Respond to Nick Gallaher's desire to help others and to feel engaged in work that is of genuine value and benefit to others
- Create opportunities that allow Nick Gallaher to research, represent and defend the interests of others
- Ensure that Nick Gallaher has ample opportunity to work closely with others and to feel that in the thick of things
- Involve Nick Gallaher in discussions and analysis of new ideas and concepts

Treating People as Individuals

- Nick Gallaher needs to feel accepted and trusted to do a good job
- Recognise Nick Gallaher's strong sense of justice and tendency to feel passionate about issues
- Protect Nick Gallaher against a tendency to take on too much and put others' interests ahead of Nick Gallaher's own

- Interact with Nick Gallaher in an informal, friendly and supportive manner
- Do not mistake Nick Gallaher's relaxed and casual attitude as being unprofessional or suggesting a lack of urgency

Goal Setting

- Agree specific goals and time-scales and make sure that Nick Gallaher has a clear notion of what you expect
- Allow Nick Gallaher scope to decide how to meet defined objectives. Nick Gallaher will respond to suggestions if offered in a helpful way
- Recognise Nick Gallaher's capacity to take on too much in an effort to be responsive and helpful
- Assist Nick Gallaher with prioritising
- Remember that Nick Gallaher sees things in a very complex way and needs to be sure of the implications of actions

Monitoring Performance

- Allow Nick Gallaher to get on with the job with a minimum of initial interference
- Recognise the need to discuss things. Be available to respond to Nick Gallaher's need to talk through ideas
- Remember Nick Gallaher's tendency to be easily distracted and to lose focus
- Monitor progress at a distance and intervene as necessary - this will be acceptable to Nick Gallaher if done in a non-judgemental and supportive way

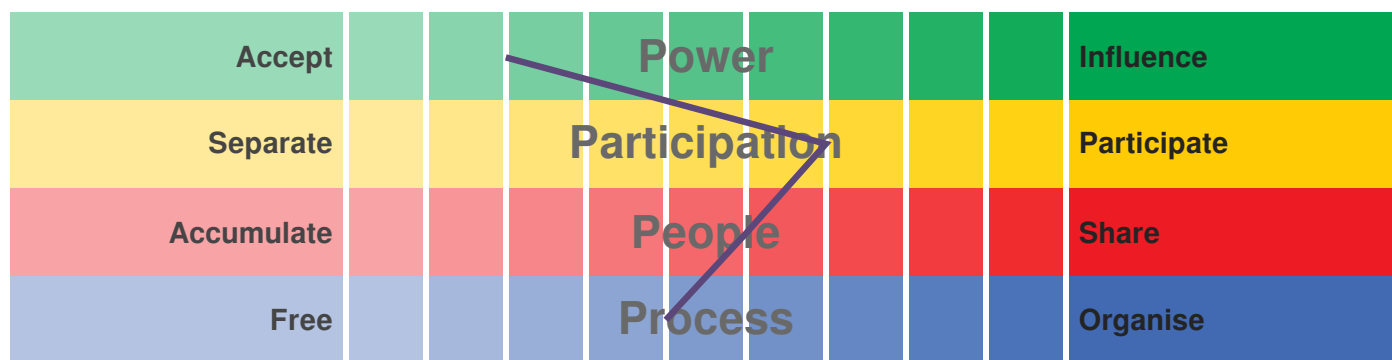
- Assist Nick Gallaher by building in options that allow Nick Gallaher to avoid distractions

Providing Feedback

- Nick Gallaher responds to direct personal praise and needs to know that a good job is being done
- Show approval and recognise the need to feel an accepted and valued member of the team
- Direct criticism should be avoided as Nick Gallaher will always have tried to do things right. Nick Gallaher should have responded well to early indications of disapproval and taken suggestions on board
- Errors are most likely to occur as a result of getting side-tracked or relate to complex situations where someone was likely to suffer regardless

Developing Careers

- Encourage Nick Gallaher to pursue a career path that builds on social skills and strengths as a facilitator
- Direct and guide Nick Gallaher to capitalise on adaptability - Nick Gallaher is unlikely to have a specific path in mind but would tend to 'go with the flow'
- Nick Gallaher will be more interested in what a role has to offer in terms of variety and scope to be innovative than in status or standing
- Encourage Nick Gallaher to develop practical ways of dealing with idealistic tendencies



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

- Team membership
- Transferring information to others and training people
- Helping develop people and ideas
- Introducing change that makes a positive personal impact
- Work which has meaning and value to others

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

- Being part of a friendly and active team
- Consensus building and encouraging possibilities
- Helping develop people and ideas
- Introducing change
- Communicating and engaging broadly
- A variety of challenges to prevent boredom setting in
- Having close relationships with colleagues
- Meeting new people in and out of the company

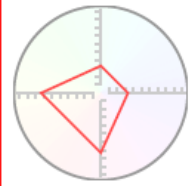
Having to spend too much time on the following elements has been shown to be demotivating for Nick Gallaher and likely to lead to frustration

- Inflexible systems or schedules
- Having to issue orders and instructions
- Formal structures and hierarchy
- Work that is very specialised and change resistant
- When people are not treated fairly or given a chance
- Work in a technical speciality
- Constant argument and conflict
- Having to give bad news

The Bell Curve

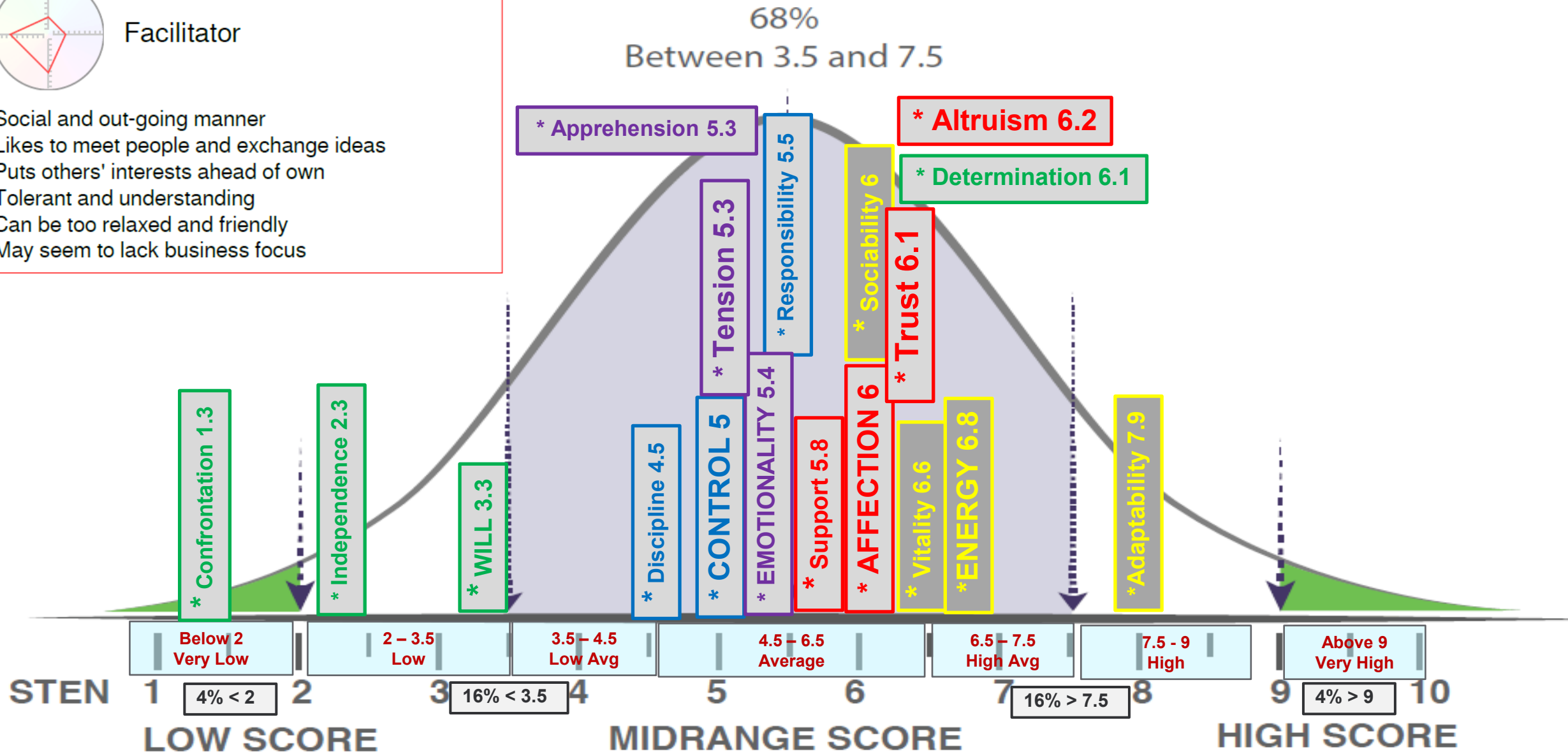
Nick Gallaher

Facet 5 Personality Summary



Facilitator

Social and out-going manner
 Likes to meet people and exchange ideas
 Puts others' interests ahead of own
 Tolerant and understanding
 Can be too relaxed and friendly
 May seem to lack business focus



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