



# PRODUCTION ENGINEERING ARCHIVES

ISSN 2353-5156 (print)  
ISSN 2353-7779 (online)

Exist since 4<sup>th</sup> quarter 2013  
Available online at [www.qpij.pl/production-engineering-archives](http://www.qpij.pl/production-engineering-archives)

## FACET5 in the recruitment and managing process as regards production personnel – case study

Adam Sikorski<sup>1</sup>

<sup>1</sup> The Faculty of Management at University of Technology in Częstochowa, al. Armii Krajowej 19, Częstochowa, Poland,  
e-mail: [adamsikorski@gmail.com](mailto:adamsikorski@gmail.com)

### Article history

Received 27.04.2017  
Accepted 20.05.2017  
Available online 19.06.2017

### Keywords

Facet5  
Competences  
Measuring employees' potential  
Recruitment  
Managing talents

### Abstract

The hereby article describes the study of two cases, the recruitment process as regards a newly created position and the decision concerning promotion to a managerial position. In both cases tool called Facet5 (used for measuring employees' potential) was applied to support decisions connected with human resources. As far as the first case is concerned, the profile of an ideal candidate was established. Then the profiles of three candidates selected based on content were compared to the aforementioned profile of an ideal candidate. As regards the second case, the analysis of the strengths and weaknesses in the employee profile and comparing the benchmarks concerning the particular position confirmed the subjective assessments of the supervisors and contributed to making the right decision. The issues connected to the increasing significance of soft competences, talent management in organization and organizational culture in terms of employee effectiveness and corporate competitive were discussed as well. Analyzed situations indicate the potential value resulting from the usage of tools for researching employees' potential.

## 1. Introduction

In the last decade, the social and business consciousness showed better understanding of the fact that the success of an organization as well as individual success of its employees depend not only on hard competences and the experience concerning particular branch of industry or position. Countless studies (KOCHMAŃSKA A. 2016, PASZKIEWICZ A., SILSKA-GEMBKA S. 2013, JAGIELŁO-RUSIŁOWSKI A., SOLARCZYK-SZEWC H. 2013) point out to greater or smaller, but, undoubtedly, present participation of various soft competencies (BECK R., HARTER J. 2004).

The issue of competence is ubiquitous in reference to today's organizations. Competences constitute the grounds for describing and evaluating particular positions and allocating them to the appropriate level in the organizational structure, conducting the evaluation of employees or the recruitment process. The notion of competence is very popular with reference to modern organizations and it has become a part of business vocabulary. Nevertheless, it is possible to notice a very diverse understanding among researchers. In a short summary (referring to different authors) Baczyńska and Wekselberg analyse the understanding of competences as regards today's organizations. They adopt a working definition

according to which competence is a category of behaviour determining the successful realization of tasks. The aforementioned behaviour is influenced by declarative and procedural knowledge, experience, temperament, intellect, style of work and motivation (BACZYŃSKA A., WEKSELBERG V. 2013). On the other hand, according to J. Wieczorek, competence is determined as „predispositions concerning knowledge, skills and attitudes making it possible to realize the professional tasks at a proper level” (WIECZOREK J. 2008).

Perceiving cognitive competences from a broader perspective, one can describe them as universal and apply in a wide range of activities, roles concerning everyday life and work. “Cognitive competences” can include the aforementioned soft competencies, such as communication, interpersonal and social skills. They constitute valuable experience and confirm the skills of an individual. They are universal as human beings apply them in different spheres of life (private life, work life, public sphere). For this reason, they can be also referred to as „general competencies” or life skills connected to resourcefulness (KOLASIŃSKA E. 2011).

An individual approach to the customer is a result of globalization and computerization. It is accompanied by increased employment as regards the service sector. A free movement of people between countries and continents intensifies migration

and the competition between companies on global markets results in cultural diversity of many organizations. The aforementioned organizations apply a comprehensive competence-based approach in management more and more frequently. While participating the competitive struggle, they increase the efficiency of the management, making the employment relationship more flexible. They rely on the transformational leadership and flat organizational structures. These conditions make it necessary to find, develop and implement new management systems concerning human resources. Depending on the individual characteristics and needs, they can serve as support or limitation in case of „new” employees who are additionally susceptible to employment insecurity, permanent stress, a knowledge-and-competence-based career and tasks which are more and more often linked to working in a team (KOŁODZIEJCZYK-OLCZAK I. 2013).

According to E. Skrzypek - „the methods of measuring intellectual capital should focus on the future potential, not the values from the past. This is a challenging task, in many cases connected to the risk concerning erroneous estimates as the values determining intellectual capital are of descriptive and qualitative nature and therefore the process of quantifying them evokes problems.”(SKRZYPEK E. 2014).

For this reason, the main objective of hereby study is analyzing the potential of using advanced IT tools to measure the potential of employees in the context of effective decisions concerning human resources.

## 2. Organization’s soft competencies in the context of talent management

Changing economic realities and the developing labour market with the highest success rate assigned to employees representing highly developed soft skills indicate that as regards not so distant professional future of employees - apart from qualifications – their soft competences and flexibility concerning these competences are to prove the employee’s value (FASTNACHT D. 2006). Employers put great emphasis on soft skills and require them from their employees. Soft competencies refer to the personality and character of a human being. They can be shaped and solidified. They are connected to the psyche and social skills of an individual, as a result they are significantly differentiated. These competences include the so-called personal and interpersonal skills. The first group refers to the efficient management of one's self as well as one's work, the ability to motivate oneself and the ability to organize oneself. On the other hand, interpersonal skills involve communicating with others, convincing other people to our manner of reasoning, motivating, inspiring, managing a team of co-workers. Soft competences are universal and prove useful regardless the branch of industry and type of position (WRONOWSKA G. 2015). Another increasingly popular field of research and discussion involves the influence of variables such as talents, natural preferences of the person in the professional environment and organizational culture as well as adjustment to fit this culture.

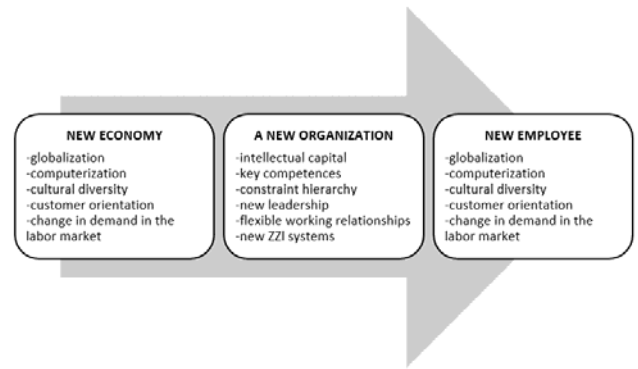


Fig 1. Challenges regarding human resources management

Source: Author’s own work based on: (POCZTOWSKI A. 2007)

According to a study conducted by T. Ingram, „talent management can serve as a source of competitive advantage of the enterprise if the program assumptions support the development of employee’s competencies aimed at active reconciliation of the contradictions present in the organization's resource theory. As far as this context is concerned programs shaping the talents in a conscious manner are winning significance. The conditioning of the programs shaping them is becoming a crucial element which requires managers' attention”(INGRAM T. 2014). On the other hand, the fact that talents are defined in different ways by different researchers seems to constitute a significant challenge (DĄBROWSKI J. 2016) as well as the fact that in many organizations the development of talents and its effect are not measured in an objective manner.

Some researchers assume that the employee’s efficiency and satisfaction are both connected to the extent to which this employee can apply and develop his or her talents (HARTER JAMES K. 2000). In other words, those areas where skills can be applied in most natural manner, when, somehow, this person is predisposed in this regards and reaches a very high level fast only by exercising his or her skills. What is more, talent is associated with personality features, motivation and environmental conditions thanks to which the talent structure can be activated and improved. From an economic point of view, employee’s talents constitute a collection of human resources. Those resources serve as very significant factors in developing innovative solutions and high efficiency in the workplace (WRONOWSKA G. 2015).

The second item involves the consistency of the system covering values, social norms, manners of making decisions, etc. as regards the employee and those operating in the organization. Fulfilling the aforementioned conditions increases the engagement and positive identification within the company (CENNAMO L., GARDNER D. 2008). This knowledge served as a source of inspiration for implementing solutions in the organization. It enabled making more efficient human resources decisions and evoking employees’ potential as well as an effective use of the opportunities offered to an organization by psychology.

### 3. Tools used for measuring the potential of employees

In most cases, tools for measuring employee potential are based on one of the psychological personality-related theories adapted to the realities of business conditions – conveyed to the level of activity style, motivating and demotivating factors, natural predispositions in the work environment.

The person subjected to the study obtains his or her individual profile. This profile is normalized against the population background as well as a verbal description. Typically, such tools offer additional capabilities as well, such as e.g. superimposing and comparing profiles of two or more people, the possibility to analyze a team profile or organization profile, generating desirable data profiles as regards particular positions.

In reference to the tools available on the Polish market, human resources department tested (applying them on itself) three tools, that is Facet5, DISC and Insights Discovery. Facet5 is a psychomotor tool (obtained a positive evaluation and recommendation from the British Psychological Association) created for business based on five-factor personality traits Big Five, developed by Paul Costa and Robert McCrae as well as on few management theories, among others those developed by Bernard Bass, E. Schein, Kolb, Honey, Margerison & McCann, research group Myers Briggs. According to the system files, Facet5 is characterized by proper reliability – Cronbach's alpha minimum 0.7. DISC is based on the DiSC theory by dr. William Martson, published in 1928. This theory refers to four main types of personality resulting from the manner in which the individuals relate themselves to the outside world and to themselves. This approach dates back to the ancient theory by Hippocrates concerning four temperaments: choleric, sanguine, melancholic and phlegmatic, researched and developed by contemporary constitutional psychology. According to the DISC system files, Insights Discovery is characterized by good reliability of min. 0.7, thus this is the tool based on Carl G. Jung's personality typology and the dimensions he defined: extraverted-introverted, thinking-feeling, sensing-intuition. According system files the reliability of this system equals min. 0.7.

Facet5 was selected to be implemented in the organization as it offered the most complex theoretical grounds, providing more multidimensional analysis. This is an important criterion taking into account the established objectives as one of the key tasks involved supporting senior management in its development.

### 4. Using FACET 5 for measuring potential and as support in predicting employee's behaviour. Case study

During the research Facet5 questionnaire is to be completed online - there are 106 items consisting of opposite pairs of statements, the respondent each time allocates them on a 5 point scale depending to what extent he or she agrees with those statements. This leads to obtaining a result (converted on a stenographic scale) within a five item scale corresponding

to five aspects of personality and 13 subscales creating so called professional personality profile.

This tool makes the understanding of motivation, behaviours in different contexts, aspirations, factors frustrating people representing different types of personality easier. There is also a possibility of checking the organizational culture profile as well as the profile of an ideal candidate for a particular position based on the responses provided by selected respondents. It also enables comparing and overlapping different profiles. So far 42 profiles of employees in the organization have been analyzed – the aforementioned tool is used as a form of support during the recruitment process and human resource related processes, determining career paths. Below there are two case studies in which the use of the analyzed tool helped in making personnel-related decisions in a positive manner concerning positions which were very significant from the standpoint of the company.

#### Recruitment no. 1

Some time ago the organization decided to create a new managerial position and appoint potential candidates based on external recruitment process. It was known that in addition to the relevant competences, the person would also be required to possess an appropriate approach and particular personality traits were more desired than others. Executing the opportunity to create a profile of an „ideal candidate” proved to have been a good solution. Based on the responses of three respondents - chosen in terms of content and operation – such a profile was generated.

8 people were invited to participate in the first stage of recruitment interviews based on the CVs they sent. After the initial interview 3 people were appointed for the second stage. The second stage consisted of completing the task and filling Facet5 questionnaire which provided information about the profile of each person. All candidates did a good job and their profiles were very different. Comparison of candidates' degree of suitability is presented in the table below (Table 1).

One person (Candidate 3) resigned due to personal reasons. As regards the remaining two candidates one seemed to be an ideal candidate according to the profile with 70% match, the other 50%. The person with a higher level of compliance was employed and has been working in the organization for more than a year. Additional information obtained based on profiling and the internal discussion that resulted from this approach proved to be an extremely valuable contribution while making the decision.

**Table 1.** Comparison of the suitability level as regards the profiles of selected candidates to the profile of an ideal candidate.

-	Candidate 1	Candidate 2	Candidate 3
Suitability level as regards an ideal candidate profile	70%	50%	80%
Decision	accepted	rejected	resign

Source: own study

## Recruitment no. 2

The use of *Facet5* as a form of support during the decoding process was observed in case of decision concerning personnel changes in one of the key departments of the organization as well. One of the managers had a lot of experience and was very efficient. The ambition of the aforementioned individual was to move up to the next level. However, this position would require much more developed managerial skills and superiors had doubts whether this was the right person for this position. Additional doubts resulted from the issue concerning self-promoting activities which seemed to lack full transparency. The profile was examined using *Facet5* tool which confirmed the subjective feelings of the superiors. It revealed that despite many advantages, this person showed a strong competitive attitude - to a degree conflicting with the values represented by the organization and the attitude of other team members this person cooperated with. The result (depicting a part of *TeamScope* report) enables applying and comparing profiles of two or more individuals as well as presenting them in reference to several areas, among other things, strategies concerning conflict behaviour. The result obtained by the aforementioned person was marked in black (Fig. 2).



**Fig. 2.** Comparison of behaviour strategies in case of conflict between the employees working for the same department

Source: author's own work based on a fragment of report TeamScope program

Moreover, the results revealed that the employee had a tendency to underestimate potential risks and hazards of a long-term nature and this was relevant as regards the requirements concerning this position. The next step was to compare that person's profile with the one available in the system in reference to the position the aforementioned person applied for. It was 30% match. The comparison with the general managerial pattern provided the suitability amounting to 60% which also evoked certain doubts (Table 2).

The aforementioned candidate was not promoted. After a few months the cooperation with this employee was terminated, mainly due to this person's underestimation as regards serious risks and threats concerning some of the actions taken.

**Table 2.** The level of suitability as regards the profile of the candidate to be promoted based on selected patterns available in system *Facet5*.

Pattern	Overall Managerial Competency	Position after potential promotion
Level of suitability	60%	30%

Source: own study

Another member of the team was promoted to the position. This person, apart from better experience, possessed strong leadership skills as well and was able to notice the signs of frustration emerging from inability to fulfil oneself in this field. This solution to the situation improved the atmosphere in the team to great extent, positively influenced the development and work satisfaction in case of new manager and the effectiveness of the team itself did not decrease despite the resignation of a highly effective person.

## 5. Summary

The aforementioned case studies illustrate how the tools testing the potential of employees can be implemented and applied and how one can use the latest knowledge regarding human resources management, the development of employees and organizations while making recruitment or promotion related decisions. Naturally, the purpose of such tools is to support managers and HR departments in the decision-making processes serving as an additional source of information. It is also worth underlining that such tools, even when representing high reliability, are not fully objective and profiles obtained, for example, based on the respondents' answers are subject to a high degree of subjectivity or statistical compromise. Taking such risks into account leads to limiting their application to some extent as well as to perceiving them as a starting point for discussion and a suggestion, not as an oracle. An interesting and significant issue to be faced by the organizations involves the attempt at operationalization as regards the effects of investment in talent development (for one's own use), associating them to specific results and actions which influence the company's effectiveness and competitiveness.

## Reference

1. BACZYŃSKA A., WEKSELBERG V. 2013. *Comparison of the practical intelligence results with assessments of managerial competences obtained during a study Assessment Center, Zarządzanie Zasobami Ludzkimi*, no. 5.
2. BECK, R., HARTER, J. 2004. *Why Great Managers Are So Rare*, <http://www.gallup.com/businessjournal/167975/why-great-managers-rare.aspx> (access 24.04.2004).
3. CENAMO L., GARDNER D. 2008. *Generational differences in work values, outcomes and person-organisation values fit*, *Journal of Managerial Psychology*, 23, 891-906.
4. DĄBROWSKI J. 2016. *The development of talents in common service centres*. *Kwartalnik Prawo-Społeczeństwo-Ekonomia*, no. 1, 4-18.
5. FASTNACHT D. 2006. *Soft competences in management*, *Zeszyty Naukowe Wyższej Szkoły Zarządzania Ochroną Pracy w Katowicach*, no. 1(2), Wydawnictwo WSZOP, p. 109.

6. HARTER JAMES K. 2000. *Managerial Talent, Employee Engagement, and Business-Unit Performance*. The Psychologist-Manager Journal, 4, No. 2.
7. INGRAM T. 2014. *Organizational conditioning as regards managing talents – attempt concerning operationalization*, Organizacja i kierowanie, no. 1/161, p. 172.
8. JAGIELLO-RUSIŁOWSKI A., SOLARCZYK-SZWEC H. 2013. *A survey on researching social competences in the context of academic education in Poland and in the world*, Przegląd Badań Edukacyjnych, vol. 2, no. 17.
9. KOCHMAŃSKA A. 2016. *Soft competences in innovative enterprise*, Zeszyty Naukowe Politechniki Śląskiej, Organizacja i Zarządzanie, Wydawnictwo Politechniki Śląskiej, no. 95.
10. KOLASIŃSKA E. 2011. *Competences versus labour market and social structure*, Acta Universitatis Lodzianis. Folia Sociologica, no. 38.
11. KOŁODZIEJCZYK-OLCZAK I. 2013. *Establishment and competences of project system*, Przedsiębiorczość i Zarządzanie, Społeczne problemy zarządzania projektami, Part I, no. 14/11.
12. PASZKIEWICZ A., SILSKA-GEMBKA S. 2013. *The role of soft competences in accounting – results of empirical research*, Studia i Prace Kolegium Zarządzania i Finansów, Szkoła Główna Handlowa no. 130.
13. POCHTOWSKI A. 2007. *Human resources management. Strategies-processes-methods*, Polskie Wydawnictwo Ekonomiczne, Warsaw.
14. SKRZYPEK E. 2014. *Measuring the intellectual capital in enterprises – methodological aspects*, Studia Metodologiczne, no. 32, Wydawnictwo Naukowe UAM.
15. WIECZOREK J. 2008. *Effective management of competences. Tworzenie przewagi konkurencyjnej firmy, Ośrodek Doradztwa i Doskonalenia Kadr Sp. z o.o.*, Gdansk.
16. WRONOWSKA G. 2015. *Expectations concerning job market. The employer versus the graduates of universities in Poland*, Studia Ekonomiczne, Zeszyty Naukowe Uniwersytetu Ekonomicznego w Katowicach, no. 214.

---

## FACET5在招聘和管理过程中关于生产人员 – 案例研究

---

### 关键词

Facet5  
能力  
衡量员工的潜力  
招聘  
管理人才

### 抽象

特此文章介绍了两个案例的研究，关于新创立职位的招聘过程以及晋升为管理职位的决定。在这两种情况下，应用了称为Facet5（用于衡量员工潜力）的工具来支持与人力资源相关的决策。就第一种情况而言，建立了理想候选人的形象。然后将基于内容选择的三个候选人的简档与理想候选人的上述简档进行比较。关于第二种情况，对员工情况的优缺点进行分析，并对具体情况的基准进行比较，确认了监事的主观评估，并作出了正确的决定。还讨论了与软性能力日益增长的重要性，组织和组织文化中的人才管理在员工效能和企业竞争力方面的问题。分析情况表明使用工具研究员工潜力所产生的潜在价值。。

---