Facet5 Audition

Audition - Interview Guide

Sample Profile

Role: 1 Transformational Leadership
Date of Administration: 13/03/2016
Company: Facet5

Audition Interview Guide - Introduction

Audition is designed to be used in conjunction with a Behaviour or Situation Based Interview. It produces a detailed guide including suggested interview questions and it is essential users are familiar with these principles. Audition is therefore ideal for people involved in selection/recruitment where the ability to compare individuals against a specified ideal is required. Users of Audition should be skilled in competency based interviewing or equivalent training, to be able to demonstrate the assumptions underpinning the approach.

This guide provides a structure for an interview for a **1 Transformational Leadership** role within **Facet5**. It is based on research carried out within **Facet5** and should not be used for other purposes.

Sections of this report

Target Profile

This section contains two convergence charts which show how closely Sample's profile matches the ideal profile for this role. The chart on the right shows the overall fit on the 5 major elements that define behavioural style. The chart below shows this in more detail, breaking the analysis down into 13 sub-factors.

The first convergence chart consists of a radar plot, which shows the candidate's scores for Will, Energy, Affection and Control mapped against the target scores for the role, and a bar chart plotting the candidate's score for Emotionality against the target score. The target score is indicated by the yellow pointers above and below the scale.

The second convergence chart breaks the 5 factors down into 13 sub-factors. In this chart, each of the 13 sub-factors is represented by a "role element" label. The line down the centre of the chart represents the role's ideal score for each sub-factor. If bars are visible, the candidate's score is either higher or lower than ideal. The colour of the bar indicates how significant the variation from ideal is. Green indicates a low significance, the amber shades show areas of possible cause for concern, and red highlights sub-factors in which there could be a significant issue in matching the role.

Interview Guide

The Audition behavioural interview guide is comprised of up to thirteen pages, each page relating to one of the Facet5 sub-factors. Zero-weighted sub-factors do not appear in the interview guide.
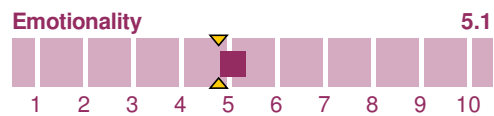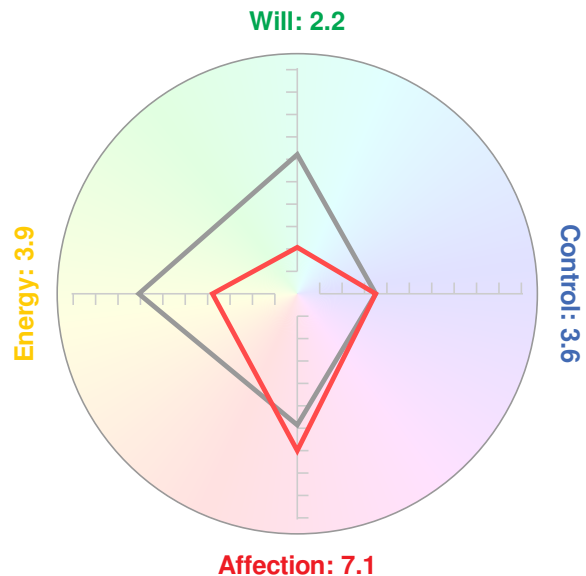
At the top of each page in the guide, a chart shows the respondent's score (represented by a square) in relation to the ideal score selected for the template (represented by the triangles above and below the scale). The guide describes the behaviour predicted by Audition and offers some suggested interview questions.

See the Audition User Guide under Facet5 for details.

Target Profile

This page contains two convergence charts which show how closely Sample's profile matches the ideal profile for this role. The chart on the right shows the overall fit on the 5 major elements that define behavioural style. The chart below shows this in more detail, breaking the analysis down into 13 sub-factors.

In the radar plot to the right, the ideal profile for this role is shown in grey. The ideal level for Emotionality is indicated by the yellow triangular markers on the scale.

Closeness of fit: 43.3 (30% match)

Will: 2.2

Energy: 3.9

Control: 3.6

Affection: 7.1

Emotionality   **5.1**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Convergence Chart

Less than ideal					Ideal					More than ideal		
10	9	8	7	6	5	4	3	2	1	1	2	3	4	5	6	7	8	9	10

Will

Goal Focused (Determination) — Much too easily convinced - look for any examples of having persuaded others

Assertive (Confrontation) — Avoids confrontation. Look for evidence of addressing issues

Cooperative (Independence) — Needs others for support and advice - look for examples of making independent decisions?

Energy

Enthusiastic (Vitality) — May seem uninterested and hard to enthuse. Examples of enthusiastic acceptance?

Sociable (Sociability) — Reserved and distant - look for evidence of working with a team

Consensual (Adaptability) — Can work independently - are there examples of working with others?

Affection

Pragmatic (Altruism) — Maintains balance between task and people. Able to make pragmatic decisions

Realistic (Support) — Always tries to help - look for ability to say no

Trusting (Trust) — Listens to people and is prepared to believe what they say. May expect people to prove themselves

Control

Creative (Discipline) — Applies discipline and process when required but is otherwise flexible. Check for consistency

Permissive (Responsibility) — Responsible with own tasks. Doesn't impose standards rigidly - is prepared to bend

Emotionality

Composed (Tension) — Happy with the way they are. Do they have things they want to improve?

Mature (Apprehension) — Uncertain. Tendency to stick to what he/she does well. How accepting of new or different approaches?

Ideal candidates are more determined and unwilling to compromise. They have strong views to which they are committed

If the scores are low the environment is one where people need to be prepared to fit in with others, to do as they are told and to be given precise direction. The need to be flexible and adapt to other's wishes.

Determination   **2.9**

1	2	3	4	5	6	7	8	9	10
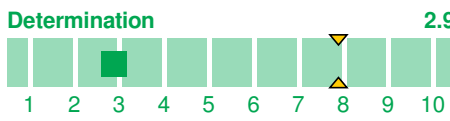
If the score is high the environment is one where people are expected to develop their own ideas without much direction, to create their own goals and objectives and to be prepared to operate independently.

Audition Says: Much too easily convinced - look for any examples of having persuaded others

Behavioural Questions

Tell me about a time when you've had to stick to your view. What was the situation? What did you do? What was the result?

Tell me about a time when you needed to get other people to take action. What was the situation? What did you do? What happened?

Tell me about a time when you felt you had to take charge. What was the situation? What did you do? What was the result?

Situational Questions

If someone has a strong view what's the best way to convince them?

How would you go about getting people started on a new initiative?

How would you go about getting people to do something you felt was important?

## Interviewer's Rating

1	2	3	4	5

Too easily swayed by arguments   Too determined to stick to their views
Too willing to fit in with other people   Quick to tell others what to do
Unwilling to take quick decisions   Hard to convince

Comments:

Ideal candidates are cooperative but are prepared to go it alone once they have the information

When Independence is low it is a more collegiate atmosphere where consultation is the name of the game. Such environments are very often team based or may include 'virtual teams' who need to communicate constantly in order to keep everybody informed. Decisions tend to be collaborative and by consensus.

Independence   **2.5**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
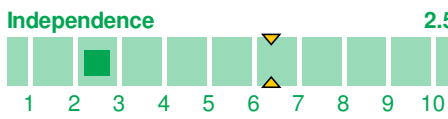
Such environments expect people to set goals and objectives for others, to be prepared to take an independent line and to deliver what they have individually promised. It is more aligned with personal achievement and independent decision making.

Audition Says: Needs others for support and advice - look for examples of making independent decisions?

Behavioural Questions

Tell me about a time when a group you worked with had to make a decision. What was the situation? What did you do? What was the result?

Tell me about a time when you were faced with a problem to solve. What was the situation? What did you do? What was the result?

Tell me about a time when you needed people to help you. What was the situation? What did you do? What was the result?

Situational Questions

If a group of people need to make a decision, how do you feel they should go about doing it?

If you had a problem to solve at work, how would go about it?

When at work do you feel you work better when you consult others or when you follow your own initiative?

Interviewer's Rating

1	2	3	4	5

Stubbornly independent
Doesn't consult before committing
Goes own way

Always checks with others before acting
Too easily led by others'
Dependent

Comments:

Ideal candidates should welcome change and show obvious enthusiasm

In such an environment people need to resist getting carried away with novelties and focus on getting the best out of existing techniques. The environment is more 'back room' than centre stage and people are not in the limelight. They are given the opportunity to develop their specialist expertise to a very high level in the organisation's interest.

Vitality   **2.8**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Here the emphasis is on the rapid acceptance and implementation of novel ideas, even if they don't work out in the long run. The environment welcomes change and there is a constant flow of new initiatives. It is not a good idea to get too involved in details since time will not allow it.

Audition Says: May seem uninterested and hard to enthuse. Examples of enthusiastic acceptance?

Behavioural Questions

Tell me about new ideas that you have implemented at work. What were they? How did you discover them? What did you achieve?

Tell me about a time when you had to take a public role for your team? What happened? What did you do? How did you feel about it?

Tell me about a time when you saw a new opportunity which excited you. What was the situation? What did you do? What was the result?

Situational Questions

How do you feel new ideas should be introduced at work?

How would you feel if you were asked to take on a public role for your team?

When asked to introduce new ideas to your team, how would you go about it?

Interviewer's Rating

| 1	2	3	4	5

Low profile in a team
Calm and detached
Unenthusiastic

Enthusiastic and eager
Quick to get started on things
Impulsive

Comments:

Ideal candidates are able to maintain a balance between the task at hand and the needs of the people involved

A tough, pragmatic, business oriented environment where the focus is on business practicalities. People are expected to look after themselves, and to be able to negotiate hard for the organisation. The environment can be aggressive and highly competitive.

Altruism   **7.1**

1 2 3 4 5 6 7 8 9 10
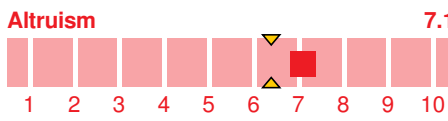
A kinder, more forgiving environment where people are expected to take a broad view and to consider the effect of decisions on their colleagues and other stakeholders. The organisation tends to see itself as a good 'corporate citizen' with wide ranging social responsibilities.

Audition Says: Maintains balance between task and people. Able to make pragmatic decisions

Behavioural Questions

Tell me about a time when you identified a good business opportunity. What was the situation? What did you do? What was the result?

Can you give me an example of where your action has protected the organisation's commercial interests?

Tell me about a time when you had to make a tough decision about a team member. What was the situation? What did you do? What was the result?

Situational Questions

How do you go about finding good business opportunities

Are you better than most at turning a situation to your advantage?

How do you balance short and long term benefits in a business?

Interviewer's Rating

1	2	3	4	5

Puts other people first   Protects own interests
Always tries to help   Focuses on immediate gains
Overly selfless   Self centred and opportunistic

Comments:

Ideal candidates are trusting of others. They take people at face value

Such an environment is guarded and expects business to be tough and dangerous. They expect to get conflicting views and to have to check information carefully before accepting it. Company secrets are defended carefully.

Trust   **7.1**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
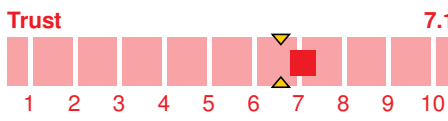
Here business is seen as a continuance of life. People are seen as fundamentally good and will always be given a chance. Information is shared broadly and business relationships are based on trust and understanding.

Audition Says: Listens to people and is prepared to believe what they say. May expect people to prove themselves

Behavioural Questions

Can you give me an example of when someone tried to take advantage of you at work? What happened? What did you learn from this?

Give me an example of when you felt someone was not being open with you. What was the situation? What did you do? What was the result?

Tell me about a time when you were able to see through a person to what they were really like. What was the situation? What did you do? What was the result?

Situational Questions

Can you usually trust what people say in business?

Do you feel that most people will try to help if given the opportunity?

To what degree do you feel people look out for others in business?

Interviewer's Rating

1	2	3	4	5
Defensive Suspicious Wary				Unquestioning belief in people Naive Idealistic

Comments:

Ideal candidates are more optimistic and resilient. They do not take things personally

In this environment there is a constant progression of new things to try and things often go wrong through no one's fault. People need to remain positive and objective in the face of considerable difficulties.

Apprehension   **7.2**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
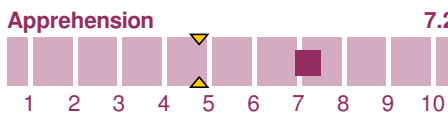
The environment allows people to focus on what they are good at and deliver their specialist skills. There is a history to learn from and people are encouraged to check carefully before committing to new ventures and be sure that individuals and the organisation are ready for the changes.

Audition Says: Uncertain. Tendency to stick to what he/she does well. How accepting of new or different approaches?

Behavioural Questions

When was the last time you felt really positive about something you had done at work. What was the situation? What did you do? What was the result?

Tell me about a time at work when you felt a real sense of urgency. What was the situation? What did you do? What was the result?

When have you had to weigh up risks very quickly and take a chance. What was the situation? What did you do? What was the result?

Situational Questions

How do you go about weighing up the risks associated with a course of action?

What would it take to make you feel you had really achieved "against the odds"?

How important is a sense of urgency at work?

Interviewer's Rating

1	2	3	4	5
Easily discouraged Pessimistic and uncertain Avoids challenges				Confident in own skills Can seem complacent Can lack a sense of urgency

Comments:

Notes