Facet5
Audition

Audition - Interview Guide
Sally Sample

Role: Customer Service
Date of Administration: 4/16/2015
Company: t-three - marketing

t-three group

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 **Customer Service** role within **t-three - marketing**. It is based on research carried out within **t-three - marketing** and should not be used for other purposes.

Sections of this report

Target Profile

This section contains two convergence charts which show how closely Rachel'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.
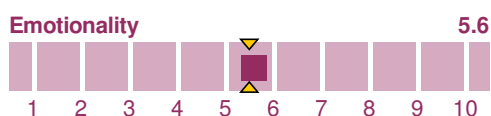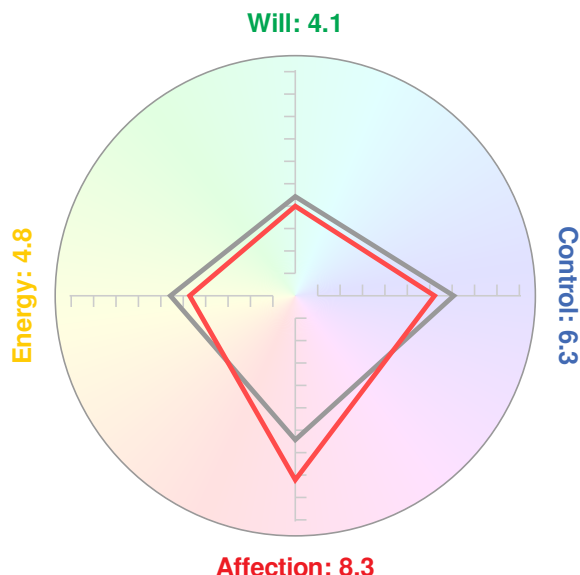
At the top of each page in the guide, a chart shows the respondent's score (represented by a square) in relation to the ideal score selected for the template (represented by the triangles above and below the scale). The guide describes the behaviour predicted by Audition and offers some suggested interview questions.

See the Audition User Guide under Facet5 for details.

Target Profile

This page contains two convergence charts which show how closely Rachel'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: 58.8 (90% match)

Will: 4.1

Energy: 4.8

Control: 6.3

Affection: 8.3

Emotionality   **5.6**

| 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

Firm minded (Determination) — Able to see both sides of an argument. Not too easily swayed nor too committed

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

Democratic (Independence) — Independent - is there evidence of adapting and fitting in with the team?

Energy

Interested (Vitality) — Takes time to warm up - can share team enthusiasm

Sociable (Sociability) — Quietly friendly - evidence of welcoming others and involving them in the team?

Consultative (Adaptability) — Equally happy working alone or as part of a team. Needs some contact

Affection

Pragmatic (Altruism) — More people than task focused. Do they get taken advantage of?

Helpful (Support) — Is prepared to help as necessary but expects people to perform as required

Astute (Trust) — Trusts what people say. Examples of where they have felt this was misplaced?

Control

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

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

Emotionality

Composed (Tension) — Realistic view of own skills. Keen to develop and recognise that they can improve

Mature (Apprehension) — Realistic and balanced view of the world. Recognises opportunities and manages risks appropriately

Ideal candidates are neither too flexible nor too committed. They show firmness as needed

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   **5.3**

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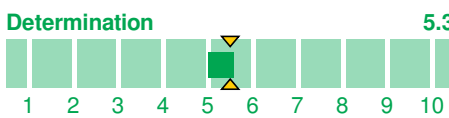
If the score is high the environment is one where people are expected to develop their own ideas without much direction, to create their own goals and objectives and to be prepared to operate independently.

Audition Says: Able to see both sides of an argument. Not too easily swayed nor too committed

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 willing to fit in with other people
Unwilling to take quick decisions

Too determined to stick to their views
Quick to tell others what to do
Hard to convince

Comments:

Ideal candidates are reasonably assertive. They do not allow issues to go unattended but are prepared to listen to others

In such an environment people are expected to compromise, to accept what people say and to think carefully before making any comment. They are expected to be temperate in their comments especially when others are involved.

Confrontation   **1.6**

1 2 3 4 5 6 7 8 9 10
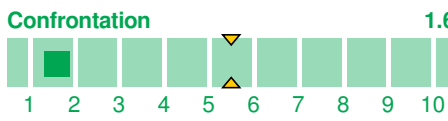
Here people are expected to state their case clearly and unambiguously, to defend their position strongly and be prepared to argue determinedly in order to be heard. It is not a place for quiet reason but more for public debate.

Audition Says: Avoids confrontation. Look for evidence of addressing issues

Behavioural Questions

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

Tell me about a time when you were challenged strongly by someone. What was the situation? What did you do? What was the result?

Tell me about a time when you had to have an open argument. What was the situation? What did you do? What was the result?

Situational Questions

What is the best way to confront someone over an issue at work

If someone challenges you over an issue, how do you defend yourself?

Do open arguments serve a purpose at work or do you feel is there always a better way of solving a problem

Interviewer's Rating

| 1	2	3	4	5

Unwilling to face issues
Avoids issues, hoping they will get better
Too quick to give in to an argument

Reacts and confronts issues without reflection
Over-reacts to a challenge
Argumentative

Comments:

Ideal candidates prefer to work with others who can provide support and guidance when necessary

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　　　　　　　　　　　**5.3**

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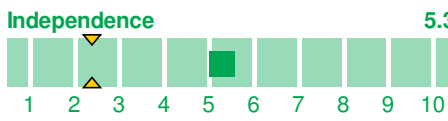
Such environments expect people to set goals and objectives for others, to be prepared to take an independent line and to deliver what they have individually promised. It is more aligned with personal achievement and independent decision making.

**Audition Says: Independent - is there evidence of adapting and fitting in with the team?**

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 are able to respond to new ideas with enthusiasm but do not get carried away by them

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   **3.7**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
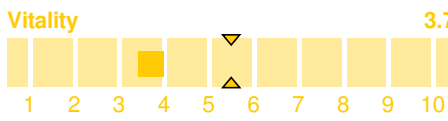
Here the emphasis is on the rapid acceptance and implementation of novel ideas, even if they don't work out in the long run. The environment welcomes change and there is a constant flow of new initiatives. It is not a good idea to get too involved in details since time will not allow it.

Audition Says: Takes time to warm up - can share team enthusiasm

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 mix freely and establish good relationships with their team

This is a quieter, more reflective environment where people have time to get to know each other and are accepted for the depth of their specialist or technical contribution.

Sociability   **4.3**

1   2   3   4   5   6   7   8   9   10
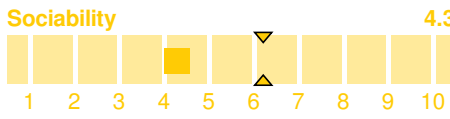
Such an environment is strongly social and work involves a constant flow of events which are business related but with a strong social element. Making new contacts is a key element of the role and people are expected to join in easily.

Audition Says: Quietly friendly - evidence of welcoming others and involving them in the team?

Behavioural Questions

Tell me about a time when you've been required to work for long periods on your own, without much team support?

How easy is it for you to make contacts outside the group of people you know? How do you it? How successful are you at making new contacts?

Have you been instrumental in getting people together outside of work? What have you done? How did you do it?

Situational Questions

How important is it to you that your work and private lives are kept separate?

How much involvement with each other should colleagues be expected to have outside of work?

How effective are you when asked to work alone

Interviewer's Rating

| 1	2	3	4	5
Prefers to work alone Distant Uninvolved				Has difficulty working alone Distractible and distracting Needs contact

Comments:

Ideal candidates work independently when required but are comfortable discussing issues with others and accepting their input

Here people are given a problem and are expected to deliver an answer without needing to refer back constantly or to discuss things regularly with colleagues. They are expected to be able to think things through for themselves. It is ideal for a specialist who is given individual responsibility for a solution.

Adaptability   **6.4**

1 2 3 4 5 6 7 8 9 10
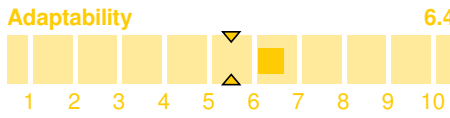
Such an environment expects that problems will be solved though discussion and brainstorming is typically used as a technique to explore ideas. Concepts flow quickly and are developed though discussion and debate. Such places work in teams where responsibility is shared.

Audition Says: Equally happy working alone or as part of a team. Needs some contact

Behavioural Questions

Give me an example of where you have had to solve a problem at work. What was the issue? How did you go about it?

Describe a time when input from others helped you make a better decision? What was the situation? What did you do? What was the result?

Do you prefer to bounce ideas off others or to try and sort it out yourself? Give me an example of this happening?

Situational Questions

When problems arise at work is it better to discuss broadly or to take time to sort a thing out yourself?

Do you feel decisions are better made by a group discussion or by specialists in the field?

In your experience, when other people get involved in a problem, does this speed things up or just complicate the issue?

### Interviewer's Rating

1	2	3	4	5

Keeps to own special area   Involves others when deciding
Thinks before speaking   May need support of a team to get things done
Poor at communicating their thoughts   Unable to work independently

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   **8.3**

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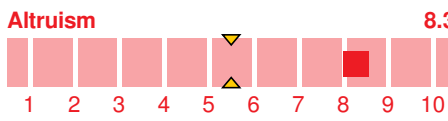
A kinder, more forgiving environment where people are expected to take a broad view and to consider the effect of decisions on their colleagues and other stakeholders. The organisation tends to see itself as a good 'corporate citizen' with wide ranging social responsibilities.

Audition Says: More people than task focused. Do they get taken advantage of?

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
Always tries to help
Overly selfless

Protects own interests
Focuses on immediate gains
Self centred and opportunistic

Comments:

Ideal candidates are supportive and helpful. They respond to a call for assistance

Here people are expected to perform individually and their personal contribution is measured precisely. People are rewarded according to their effort and individual achievement is valued over team results.

Support   **8.2**

1   2   3   4   5   6   7   8   9   10
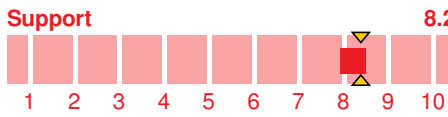
Such an environment looks at the whole team as key to business performance. Special efforts are made to adapt roles so that each persona is able to contribute in their own special way. There are few exact demands other than people are expected to deliver their best.

Audition Says: Is prepared to help as necessary but expects people to perform as required

Behavioural Questions

Tell me about a time when you had to be quite tough with someone. What was the situation? What did you do? What was the result?

Tell me about a time when you stepped in to help someone quickly. What was the situation? What did you do? What was the result?

Give me an example of where you have gone out of your way to help others? What was the situation? What did you do? What was the result?

Situational Questions

How should you decide when to forgive someone and when to be tough?

What would you do if you thought someone was trying to take advantage?

Do you find that you have to look through what people are saying to find out what they are really after?

## Interviewer's Rating

1	2	3	4	5
Tough				Forgiving
Can seem harsh				Uncritical
Unforgiving				Overly supportive

Comments:

Ideal candidates evaluate what they are told and act accordingly. They are not prejudiced

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   **8.3**

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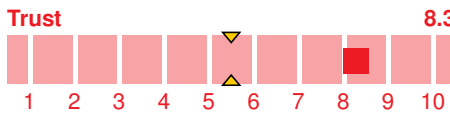
Here business is seen as a continuance of life. People are seen as fundamentally good and will always be given a chance. Information is shared broadly and business relationships are based on trust and understanding.

Audition Says: Trusts what people say. Examples of where they have felt this was misplaced?

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
Unquestioning belief in people Naive Idealistic				Defensive Suspicious Wary

Comments:

Ideal candidates are more structured and logical in their approach to work

Business is constantly changing and there is never time to do it thoroughly before having to start the next thing. A premium is placed on originality and rewards given for creativity. People are expected to look for radical short cuts to get the job done.

Discipline   **6.5**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
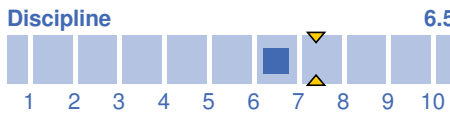
Such a role requires that people plan their time very carefully and work through things thoroughly. The search is for precision, logic and excellence even if it takes a little longer to get there.

Audition Says: Applies discipline and process when required but is otherwise flexible. Check for consistency

Behavioural Questions

Tell me about your daily routine. How do you plan? How does it help you?

Tell me about a situation when you followed a difficult task right through to the finish. What was the situation? What did you do? What was the result?

Describe how you set your work plan out. What steps do you go through? How do you implement it? Do you stick to it?

Situational Questions

Do you prefer a very planned approach or to be more responsive and see what the day brings?

Are you better handling a few tasks right through to the finish or applying yourself to many things at once?

At work do you feel it is better to stick to a work plan or to take things as they come?

Interviewer's Rating

| 1	2	3	4	5

Creative but unstructured
Free thinking
Lacking discipline

Measured and steady in work
Risk averse
Resistant to change

Comments:

Ideal candidates are more personally accountable. They take the job seriously and try to work to high personal standards. They demand others follow their example

Such an environment is casual and relaxed, taking things as they come and always keen to support a maverick style. There are few expectations of conduct, dress or manners but a constant search for individual freedom of expression. Freedom and innovation are valued highly.

Responsibility   **6.2**

1   2   3   4   5   6   7   8   9   10
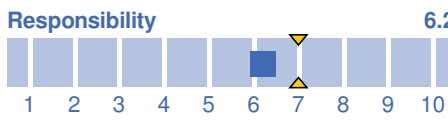
Here there are clear rules and procedures to be followed to ensure that the very best results are achieved. People are expected to know how the business works and to follow the rules while constantly searching for improvements in efficiency. People are expected to take work seriously and to take personal responsibility for their own and others' actions.

Audition Says: Responsible with own tasks. Doesn't impose standards rigidly - is prepared to bend

Behavioural Questions

Tell me about a time when you had to take responsibility for others' actions. What was the situation? What did you do? What was the result?

Tell me about a time when you needed to convince others to stick firmly to the rules. What was the situation? What did you do? What was the result?

Tell me about a time when you had to enforce the company guidelines. What was the situation? What did you do? What was the result?

Situational Questions

To what degree do you think we should be responsible for others' actions at work?

How would you go about convincing people that they needed to stick to company rules?

Should company rules be strictly enforced or seen as broad guidelines and interpreted for each situation?

Interviewer's Rating

1	2	3	4	5
Challenges the status quo Doesn't like being pinned down Rebellious				Duty bound Always works to high standards Intolerant

Comments:

Ideal candidates are confident and unworried. They believe they can handle any difficulties that arise. They take things as they come

Such an environment involves continual critical deadlines where stress is a normal part of the job. Changes are frequent and unpredictable and people are expected to manage without emotional support.

Tension   **5.7**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
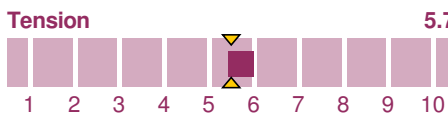
This environment is predictable in that workloads may be high but they are constant. People know what they are expected to do and they can rely on the organisation for support in times of pressure. Change may happen but are expected and can usually be managed within normal work.

Audition Says: Realistic view of own skills. Keen to develop and recognise that they can improve

Behavioural Questions

Have you ever felt that you lacked a particular skill required for work? What was the skill? What did you do about it? What was the result?

Give an example of an event at work that was stressful for you. What was the situation? What did you do? What was the result?

What skills have you managed to improve while in your job? What motivated you to change? How do you know that you have improved?

Situational Questions

What skills to think you need to develop to do your job better?

What things are likely to make you feel stressed at work?

If someone lacks confidence at work what is the best way of re-assuring them?

Interviewer's Rating

1	**2**	**3**	**4**	**5**

Anxious   Relaxed
Self-deprecating   Comfortable with themselves
Worrisome   Overconfident

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   **5.6**

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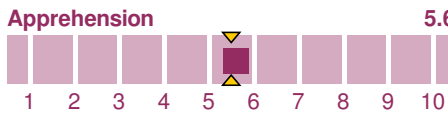
The environment allows people to focus on what they are good at and deliver their specialist skills. There is a history to learn from and people are encouraged to check carefully before committing to new ventures and be sure that individuals and the organisation are ready for the changes.

Audition Says: Realistic and balanced view of the world. Recognises opportunities and manages risks appropriately

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