Facet5
Audition

Audition - Role template
ABC Company - Sample Leader Profile

Company: Facet Demonstration Client

Introduction

Audition is a process for identifying the behavioural requirements of different roles in organisations. Roles are not the same as jobs; there may be two jobs labelled "Sales person" with very different behavioural requirements. One may be in a tough, competitive, unforgiving environment where transactions are very short term and long term relationships are avoided. The other may require a very long selling cycle with decisions based on well developed and nurtured personal relationships. They are both "Sales" but are very different "roles".

Audition is a "Commensurate Measurement" process specifically designed to link "roles" to Facet5. Organisations can see quickly where people match or deviate from the requirements of the role.

Audition looks at a role in terms of what is "perceived" to be important to success in it. There are 13 areas covered each of which can be linked to one of the Facet5 sub-factors.

Audition is designed to answer three main questions:

1. Which behavioural elements are able to differentiate between roles in organisations?

2. Do different people have similar views of the requirements of a role?

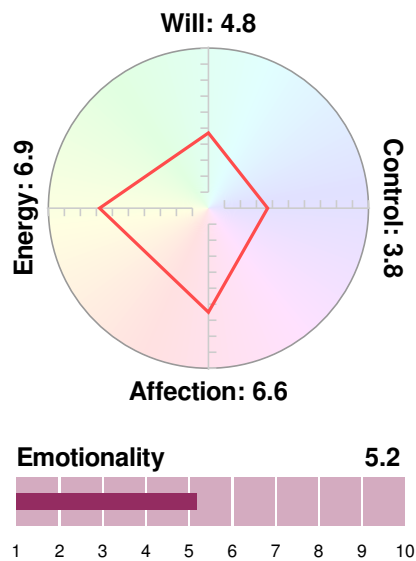3. What behaviours are associated with high and low ratings of each element?

There are two stages to the Audition process:

1. Role Definition: Defining the ideal template for the role

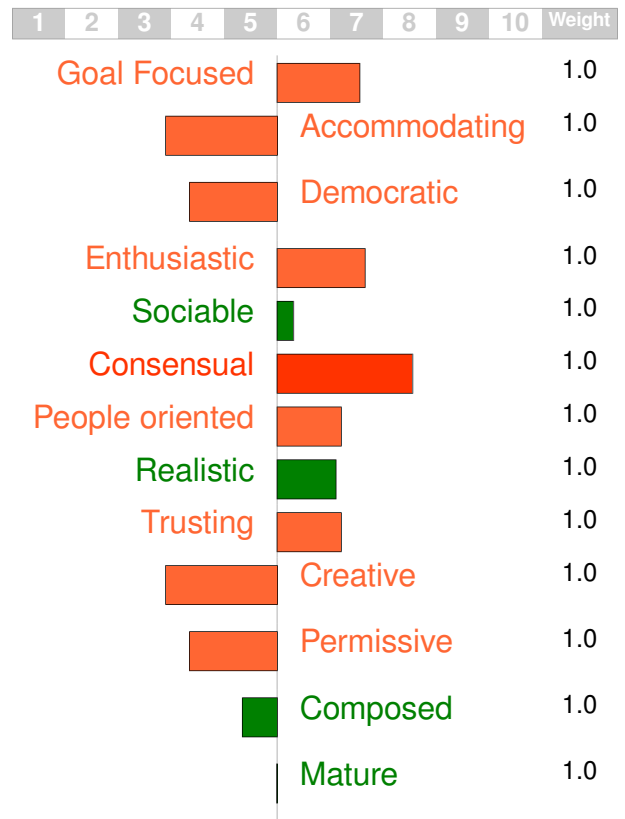2. Profile Comparison: Comparing candidates to this template.

Role Description

Sample Leader Role Profile

Audition Template

Will: 4.8

Energy: 6.9

Control: 3.8

Affection: 6.6

Emotionality   **5.2**

1   2   3   4   5   6   7   8   9   10

Role Element Chart

1	2	3	4	5	6	7	8	9	10	Weight

Element	Weight
Goal Focused	1.0
Accommodating	1.0
Democratic	1.0
Enthusiastic	1.0
Sociable	1.0
Consensual	1.0
People oriented	1.0
Realistic	1.0
Trusting	1.0
Creative	1.0
Permissive	1.0
Composed	1.0
Mature	1.0

Note: The horizontal bars on the Role Element Chart above indicate how far above or below "average" the ideal score lies. The words next to each bar are the verbal descriptors that would be used to describe an ideal candidate.

Word Picture

They would be described as:

- 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

They prefer:

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

Copywriter's Guide

When attracting candidates for this role you should emphasise that you are looking for people who are: **Consensual**, **Accommodating**, **Creative**, **Democratic**, **Enthusiastic**, **Permissive**, **Goal Focused**, **People oriented**, **Trusting** and avoid those who are: **Independent thinking**, **Outspoken**, **Structured**, **Independent**, **Restrained**, **Prudent**, **Flexible**, **Task oriented**, and **Sceptical**.

Searchlight Review of competence

This guide specifies where a person's strengths will lie and identifies key areas for discussion at interview. You can structure the interview either as a "Behavioural Interview" where you are looking for real life examples under each of the Competencies or as a "Situational" interview where you pose a hypothetical situation and ask the candidate to outline how it would be handled. For more detail see the Searchlight Guide to Interview.

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

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

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

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

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

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

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

Leading Edge
Guide to leading

This report describes how a person's manager needs to respond in order to motivate, inspire and manage. The report uses as a base the model of Leadership originally outlined by Bernard Bass which suggests that there are 7 core elements of leadership which people need to develop in order to be seen as successful. They break down into Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is required to inspire people to go above and beyond expectations.

Creating a Vision

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

Stimulating the Environment

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

Treating People as Individuals

- The ideal candidate needs to feel accepted and trusted to do a good job
- Recognise the ideal candidate's strong sense of justice and tendency to feel passionate about issues
- Protect the ideal candidate against a tendency to take on too much and put others' interests ahead of the ideal candidate's own
- Interact with the ideal candidate in an informal, friendly and supportive manner
- Do not mistake the ideal candidate'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 the ideal candidate has a clear notion of what you expect
- Allow the ideal candidate scope to decide how to meet defined objectives. the ideal candidate will respond to suggestions if offered in a helpful way
- Recognise the ideal candidate's capacity to take on too much in an effort to be responsive and helpful
- Assist the ideal candidate with prioritising
- Remember that the ideal candidate sees things in a very complex way and needs to be sure of the implications of actions

Monitoring Performance

- Allow the ideal candidate to get on with the job with a minimum of initial interference
- Recognise the need to discuss things. Be available to respond to the ideal candidate's need to talk through ideas
- Remember the ideal candidate's tendency to be easily distracted and to lose focus
- Monitor progress at a distance and intervene as necessary - this will be acceptable to the ideal candidate if done in a non-judgemental and supportive way
- Assist the ideal candidate by building in options that allow the ideal candidate to avoid distractions
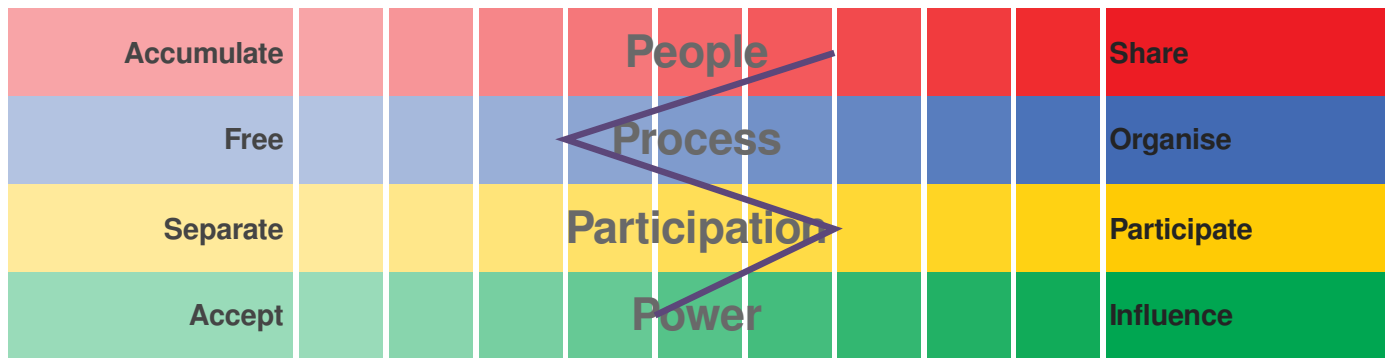
Providing Feedback

- The ideal candidate 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 the ideal candidate will always have tried to do things right. the ideal candidate 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 the ideal candidate to pursue a career path that builds on social skills and strengths as a facilitator
- Direct and guide the ideal candidate to capitalise on adaptability - the ideal candidate is unlikely to have a specific path in mind but would tend to 'go with the flow'
- The ideal candidate 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 the ideal candidate to develop practical ways of dealing with idealistic tendencies

Work Preferences

This report highlights the attributes of this role which may be motivating or demotivating to the ideal candidate.

Accumulate				**People**				Share
Free				**Process**				Organise
Separate				**Participation**				Participate
Accept				**Power**				Influence

This pattern of Drivers suggest that ideal candidates are best suited by a role which provides the following

- Team membership
- Transferring information - training people
- Helping develop people and ideas
- Introducing change
- Work which has meaning and value

Research has shown the following job elements to be key to maintaining the motivation and interest of ideal candidates

- Being part of a team
- Transferring information - training people
- Helping develop people and ideas
- Introducing change
- Spreading the message
- 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 ideal candidates and likely to lead to frustration

- A fixed system or schedule to stick to
- Having to issue orders and instructions
- Not having a close relationship with the boss
- Being with a company which is very specialised
- Working all the time with experts
- Work in a technical speciality
- Constant argument and conflict
- Having to give bad news