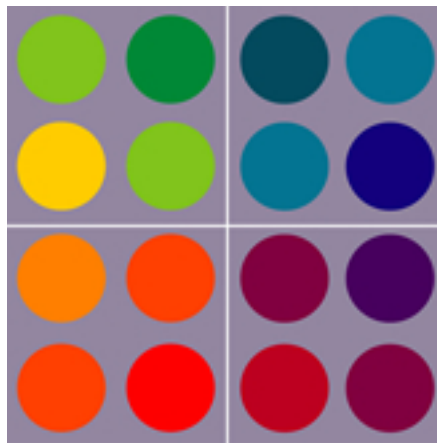


Facet5 Audition - Interview Guide

Sarah Betts

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Company: Consulting Tools

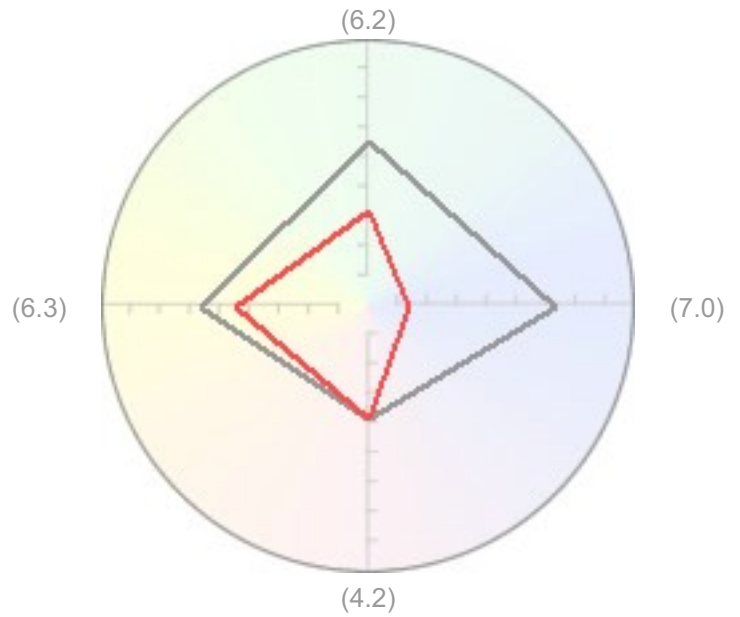


Audition

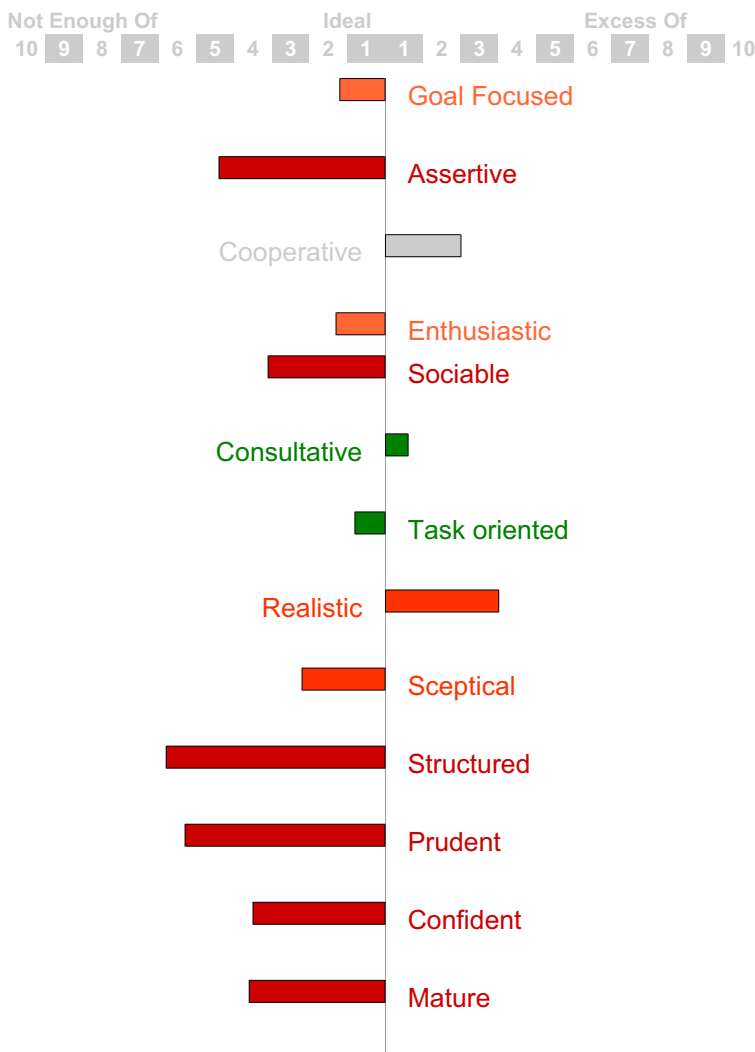
This guide provides a structure for an interview for a **Marketing Manager - New Indian Company** role within **Consulting Tools**. It is based on research carried out within **Consulting Tools** and should not be used for other purposes.

(The ideal profile for this role is shown in grey)

Closeness of fit: 37.0



Convergence Chart



- Listens to others - look for examples of having persuaded others to see things a different way.

Avoids confrontation. Look for evidence of addressing issues.

Talks to others before deciding - look for own ideas being presented.
- Takes time to warm up - can share team enthusiasm

Reserved and distant - look for evidence of working with a team.
- Equally happy working alone or as part of a team. Needs some contact.

Maintains balance between task and people. Able to make pragmatic decisions.
- Leaves people to sort themselves out - look for willingness to help.

Trusts what people say. Examples of where they have felt this was misplaced?
- Creative and free thinking. Look for any evidence of planning ahead.
- Permissive - look for evidence of recognising principles and standards.
- Self critical and worrying. What have they managed to improve?
- Negative and doubtful. Avoids difficult or new situations?

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

Facet Says:

**Listens to others -
look for examples
of having
persuaded others
to see things a
different way.**

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?
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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?
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Comment

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	

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

Facet Says:

Behavioural Questions

Avoids confrontation. Look for evidence of addressing issues.

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.

Comment

Multiple horizontal lines for writing a comment.

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

Ideal candidates should welcome change and show obvious enthusiasm.

Facet 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?

Comment

Multiple horizontal lines for writing a comment.

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

Ideal candidates are able to mix freely and establish good relationships with their team.

Facet Says:

Reserved and distant - look for evidence of working with a 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 do 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.

Comment

Interviewer's Rating

1

2

3

4

5

Prefers to work alone
Distant
Uninvolved

Has difficulty working alone
Distractible and distracting
Needs contact

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

Facet 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 first? 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?

Comment

[Multiple horizontal lines for text entry]

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	Unable to work independently
Poor at communicating their thoughts				

Ideal candidates are more task oriented. They do not get deflected by people issues.

Facet 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?

Comment

Multiple horizontal lines for writing a comment.

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

Ideal candidates show a balance between giving people the benefit of the doubt and checking to make sure.

Facet Says:

Leaves people to sort themselves out - look for willingness to help.

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?

Comment

Multiple horizontal lines for writing a comment.

Interviewer's Rating

1

2

3

4

5

Forgiving
Uncritical
Overly supportive

Tough
Can seem harsh
Unforgiving

Ideal candidates are more questioning and sceptical. They probe and need to be convinced.

Facet 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?

Comment

Interviewer's Rating				
1	2	3	4	5
Unquestioning belief in people				Defensive
Naive				Suspicious
Idealistic				Wary

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

Facet Says:

Creative and free thinking. Look for any evidence of planning ahead.

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?

Comment

Multiple horizontal lines for writing a comment.

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

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.

Facet Says:

Permissive - look for evidence of recognising principles and standards.

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?

Comment

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

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

Facet Says:

Self critical and worrying. What have they managed to 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 do you 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?

Comment

Interviewer's Rating				
1	2	3	4	5
Anxious Self-deprecating Worrisome				Relaxed Comfortable with themselves Overconfident

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

Facet Says:

Negative and doubtful. Avoids difficult or new situations?

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?

Behavioural Questions

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?

Comment

Multiple horizontal lines for writing a comment.

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.

Notes