

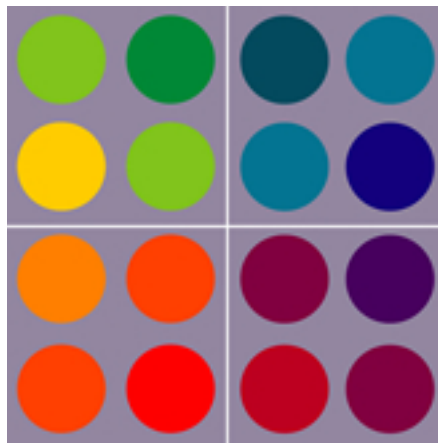


## Facet Personal Profile

### Harriet Collins

Date of Administration: 28.6.2009

Company: Demonstration Client



# 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.

Competence can be defined as: 'behavioural dimensions that affect job performance'. Defining the key competencies required for a job is the first step in deciding who is 'competent' to perform it well. Research over many years has identified the following competencies to be related to success in many different managerial roles - a set of core competencies for success:

## Leadership

Using appropriate methods or interpersonal styles in guiding individuals or groups toward the accomplishment of goals or tasks. This competency is concerned with the ability to adjust behaviours and approaches according to the situation and individual concerned.

The Facet5 model of leadership differentiates between Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is inspiring people to go above and beyond expectations.

## Communication

The ability to express ideas succinctly and clearly, both orally and in writing, to convince others to consider a different point of view and to keep appropriate people informed of project progress.

Clarity, persuasiveness, enthusiasm and conviction are all relevant factors. While intellect will have a major contribution to make, social skills, confidence, resilience to stress and challenge are all influencing factors. Openness and willingness to co-operate are also important factors.

## Interpersonal

The ability to be acceptable to internal and external clients and to respond quickly to their needs. Someone demonstrating this competency should be able to deal competently with a wide variety of people, both inside and outside the company.

The key to this is sensitivity to others and willingness to adapt appropriately. It has very little to do with being a "nice" person and more to do with empathy, pragmatism, flexibility. Some are people oriented, others, systems oriented, yet others concerned with ultimate goals or simply innovation and variety

## Analysis and decision making

The capacity to identify problems, evaluate relevant facts, generate ideas and alternatives, and reach sound conclusions.

This is often seen as a sequential process starting with experience and moving to idea generation, analysis and finally theory building. Each personality factor has a strength but people are rarely good at all of these aspects. Complex problems may require all approaches to be used.

## Initiative and effort

The active attempt to influence events in order to achieve goals.

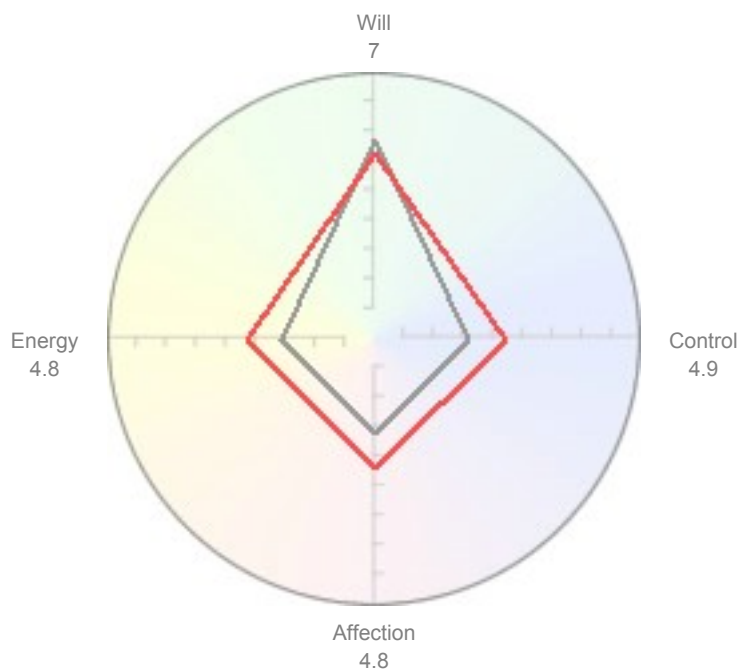
It is a question of being self-starting, rather than passive and maintaining a high level of effort, even when faced with obstacles or disagreeable tasks. Somebody with this competence would be persistent, hardworking, pro-active, enthusiastic, and goal-oriented. Whilst some people respond to set goals, others determine their own targets and judge their own performance.

## Planning and organising

Establishing a course of action for self and/or others to accomplish a specific goal, including planning the proper allocation of resources. This competency is concerned with establishing goals, budgeting time and setting priorities.

Self-discipline and goal-orientation are essential factors. Some people are naturally focused and do not overlook details, while others are only interested in the broad-brush approach.

# Searchlight Review of competence



- People like Hettie can be a very powerful members of organisations. They are highly focused, determined and goal oriented and their competitive nature means they are unlikely to fail.

## Leadership

*You should expect:*

- provides a strong sense of direction
- imaginative and focused
- sets clear objectives
- expects people to deliver

*You should watch for:*

- tendency to over use power
- little interest in developing people

## Interpersonal

*You should expect:*

- spends time where it will produce results
- values people who are "contributors"
- good at identifying key people
- encourages creative thinking

*You should watch for:*

- not interested in issues beyond own goal
- contentious or critical defending own ideas

## Initiative and Effort

*You should expect:*

- willing to take initiative and responsibility
- looks for a leadership role
- capable of delegation
- acts quickly and pushes to get a result

*You should watch for:*

- assuming charge too readily
- being deaf to objections

## Communication

*You should expect:*

- impressive and convincing style
- defines issues clearly and objectively
- focus on performance
- imaginative and creative

*You should watch for:*

- stubborn and hard to convince
- critical of views which don't match own

## Analysis and Decision Making

*You should expect:*

- makes decisions quickly
- formulates and presents strong ideas
- willing to follow through
- builds broad theories

*You should watch for:*

- a tendency to oversimplify
- a lack of consultation

## Planning and Organising

*You should expect:*

- strong focus on own vision
- able to see the "big picture"
- monitors performance closely
- allocates tasks and checks performance

*You should watch for:*

- may not inform others of changes
- changes the rules to suit self