

Facet5 Audition

Facet5 Interview Guide Sample Profile

Date	24/12/2011
Company	Facet5 Ltd
Role	ABC Company Sample Manager

people-oriented discerning flexible composed consensual interested
democratic trusting sociable realistic open-minded
accommodating optimistic



The Facet5 Interview Guide is a detailed reference to support the recruitment and selection of candidates to a role. We are all unique. We may be similar to others in some ways, but in others we are different. These similarities and differences in our motivations, attitudes, preferences and behavior make us who we are. When we understand these in comparison to an ideal for a role or company, we can make more informed selection, integration and management decisions.

Facet5 identifies the five major building blocks of personality, each of which has a number of subfactors. We each have a certain amount of each factor and it's this pattern of scores which gives us an overall picture. There is no right or wrong profile. Facet5 is founded on modern personality theory so the results are robust and reliable. Each factor is scored within a range from 1 to 10. The average score is 5.5, and 68% of people fall between 3.5 and 7.5. The further a score is from 5.5 the less usual it is and more it can stand out in a person's profile.

The guide provides a structure for an interview for a ABC Company Sample Manager role within **ABC Company**. This role is based on research carried out within **ABC Company** and should not be used for other purposes.

What the report includes






Word Cloud – this is on the front page and is a quick summary of the candidate's main behavioural qualities. More evident qualities are in larger text.

Role Competencies– this provides an outline of the ideal competencies that have been defined for success in the role.

Profile Comparison – visually compares the candidate to the ideal profile using the Facet5 Factors. The table provides a comparison of the ideal to the candidate. The colour coding represents closeness of fit to the ideal.

Competency Profile Candidate – this provides an outline of the strengths and areas to watch for the candidate against 6 management competencies.

Factors measured by Facet5

	Will	Determination Confrontation Independence	The inner drive to commit to own ideas A drive to confront issues as they arise A tendency to go your own way
	Energy	Vitality Sociability Adaptability	Obvious enthusiasm and energy Interest in being with people Involving other's in your thinking
	Affection	Altruism Support Trust	Putting other people's interests first Always trying to be understanding Tendency to take people at face value
	Control	Discipline Responsibility	Being personally organised and planned Being willing to take personal responsibility
	Emotionality	Tension Apprehension	A general sense of tension or stress Being cautious and not over-optimistic

This guide provides you with an outline of the ideal competencies that have been defined for success in the ABC Company Sample Manager role. These behavioural dimensions can be used in the interview and selection process to guide questioning and to understand how the candidate compares to the ideal.

Leadership

You should expect:

- a caring leader with strong ethics
- works with people to agree fair goals
- advises and helps people through problems
- selflessly defends colleagues

You should watch for:

- avoids difficult staff issues
- can be over-protective of staff

Initiative and Effort

You should expect:

- works efficiently on assigned tasks
- can work independently
- follows through to the finish
- persists in the face of difficulty

You should watch for:

- too reliant on guidelines from others
- hesitant to move 'outside the box'

Analysis and Decision Making

You should expect:

- researches and thinks things through carefully
- takes time to understand before committing
- holds more impulsive people back
- reduces and manages risk carefully

You should watch for:

- being overly analytical
- too cautious

Interpersonal

You should expect:

- polite and sensitive to others' needs
- waits to be invited - doesn't intrude
- responsive to appeals for help
- committed to others' well-being

You should watch for:

- can be reluctant to voice own opinions
- left out when things change quickly

Communication

You should expect:

- a good listener and supportive team member
- prefers to wait before offering contributions
- ideas are well thought through and practical
- presents a team view with conviction

You should watch for:

- reserved and uninvolved unless invited
- misled by the more manipulative

Planning and Organising

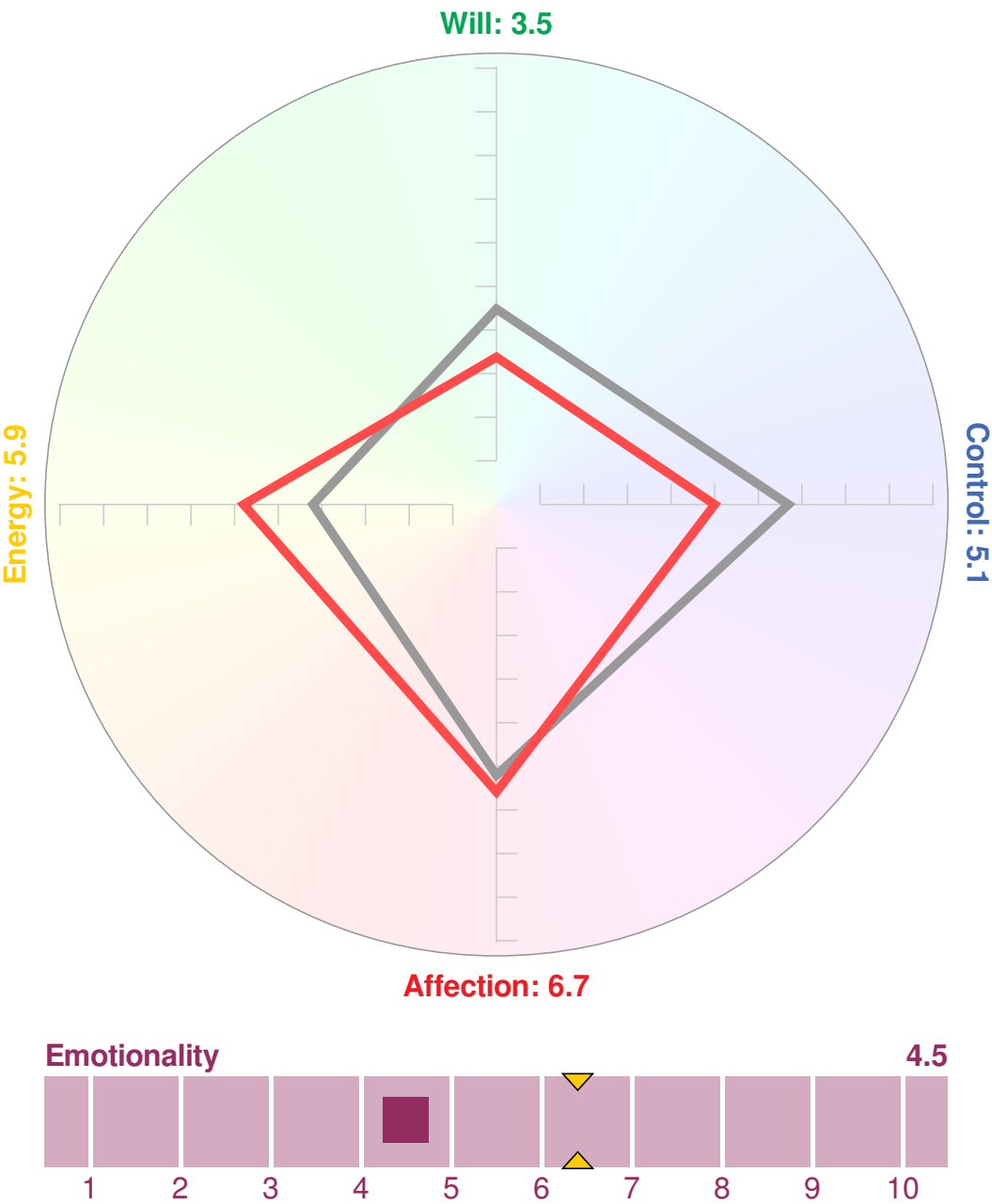
You should expect:

- thinks ahead and anticipates problems
- tries to establish a plan which is workable
- evaluates and utilises resources well
- balances organisational and people needs

You should watch for:

- takes too much on self
- overly focused on details

This guide provides you with an outline of the ideal competencies that have been defined for success in the ABC Company Sample Manager role. In the radar plot below, the ideal profile is shown in grey. The candidate profile is shown in red. The ideal level of emotionality is indicated by the yellow triangular markers on the scale.



This guide provides you with an outline of the ideal competencies that have been defined for success in the ABC Company Sample Manager role and a comparison to the candidate's behavioural preferences. The colour coding indicates the distance from the ideal. Green meets the ideal, Orange meets most but not all and Red indicates a significant difference to the ideal.

Making decisions and setting goals (Will)

Attribute	Ideal	Candidate
Goal Focused	Ideal candidates are more determined and unwilling to compromise. They have strong views to which they are committed	Much too easily convinced - look for any examples of having persuaded others
Accommodating	Ideal candidates are more accommodating They listen and do not get drawn into arguments	Doesn't get into arguments. Look for evidence of addressing issues quickly and effectively
Democratic	Ideal candidates prefer to work with others who can provide support and guidance when necessary	Capable of deciding alone - is there evidence of going along with the team view?

Engaging with and consulting others (Energy)

Attribute	Ideal	Candidate
Restrained	Ideal candidates don't get too excited over novelty. They are not easily distracted	Likes new ideas and change - gets bored easily? Look for evidence of long term focus
Reserved	Ideal candidates are more reserved and keep their distance	Very involved with colleagues. Can they remain objective?
Consensual	Ideal candidates consult and discuss to gain a broad perspective	Equally happy working alone or as part of a team. Needs some contact

Focusing on people and tasks (Affection)

Attribute	Ideal	Candidate
Task oriented	Ideal candidates are more task oriented. They do not get deflected by people issues	Places people issues first. Look for evidence of taking tough decisions about people
Helpful	Ideal candidates are supportive and helpful. They respond to a call for assistance	Will help if asked - look for examples where this has happened
Trusting	Ideal candidates are trusting of others. They take people at face value	Doesn't trust blindly - examples of questioning others motives?

Managing your work and commitments (Control)

Attribute	Ideal	Candidate
Discerning	Ideal candidates plan for eventualities but are able to change should the need arise. They are firm but not rigid	Applies discipline and process when required but is otherwise flexible. Check for consistency
Prudent	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	Permissive - look for evidence of recognising principles and standards

Responding to stress and identifying risk (Emotionality)

Attribute	Ideal	Candidate
Uncertain	Ideal candidates are alert and prepared for potential difficulties. They don't take things for granted	Happy with the way they are. Do they have things they want to improve?
Mature	Ideal candidates are more optimistic and resilient. They do not take things personally	Positive outlook. Has this always been warranted?

This guide outlines Facilitator's strengths and areas to watch for. These represent 6 management competencies that contribute to success in a role. These behavioural dimensions can be used in the interview process to guide questioning and to understand how Facilitator prefers to work.

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