

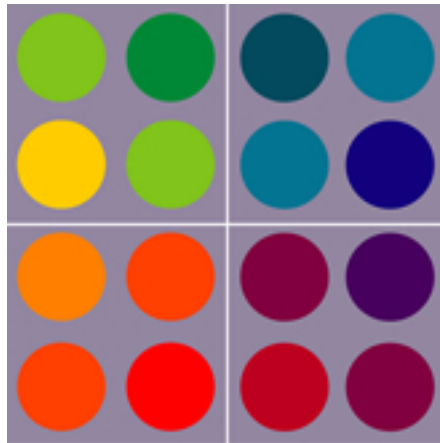


## Facet Audition

# John Carpenter

Date of administration: 30.5.2001

Company: Demonstration Client

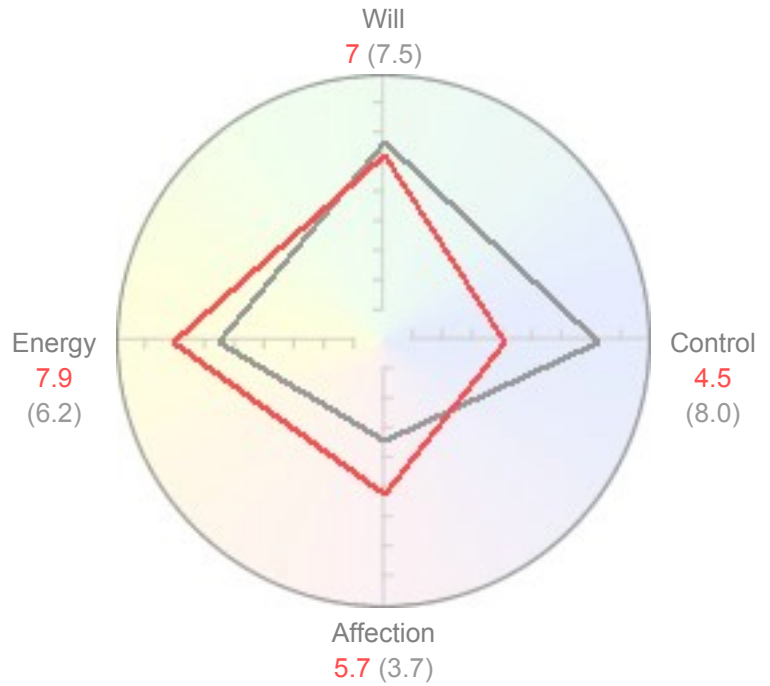


# Audition

This guide provides a structure for an interview for a **Business Development Manager** role within **Demonstration Client**. It is based on research carried out within **Demonstration Client** and should not be used for other purposes.

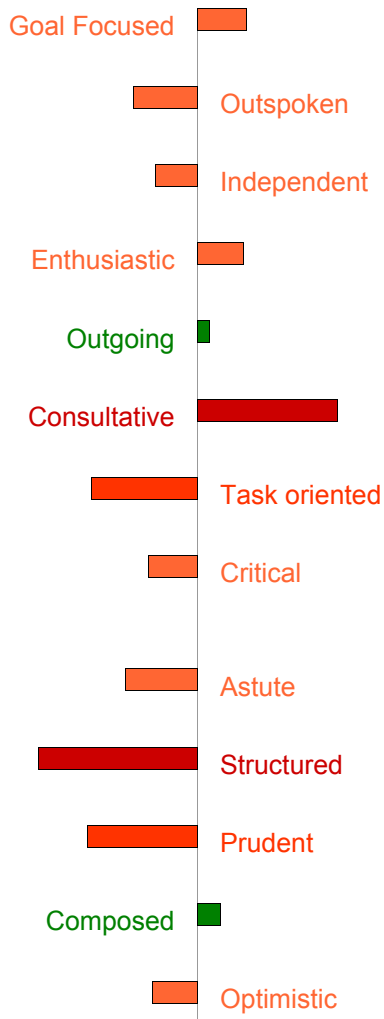
(The ideal profile for this role is shown in grey)

**Closeness of fit: 59.9%**



## Convergence Chart

Not Enough Of 10 9 8 7 6 5 4 3 2 1 1 2 3 4 5 6 7 8 9 10 Excess Of



Has clear ideas of own. Look for examples of accepting other people's ideas.

Doesn't get into arguments. Look for evidence of addressing issues quickly and effectively.

Talks to others before deciding - look for own ideas being presented.

Enjoys new ideas but can they remain focused and follow things through when necessary?

Fits easily in to a new team. Can make contacts as needed but Doesn't force self onto others.

Needs people to bounce ideas off. Examples of working things through independently?

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

Tries to help where possible. Do they take on too much? Look for the ability to delegate and work through others.

Inclined to believe what people say. Have they been disappointed or let down?

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

Tolerant, relaxed - look for evidence of applying principles and standards.

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

Cautious. How quickly do they accept new challenges?





*Ideal candidates are very independent and do not need others' support to make decisions.*

**Facet Says:**

**Talks to others before deciding - look for own ideas being presented.**

**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 you go about it?

When at work do you feel you work better when you consult others or when you follow your own initiative?

**Comment**

Multiple horizontal lines for writing a comment.

**Interviewer's Rating**

1

2

3

4

5

Always checks with others before acting  
Too easily led by others'  
Dependent

Stubbornly independent  
Doesn't consult before committing  
Goes own way

*Ideal candidates should welcome change and show obvious enthusiasm.*

**Facet Says:**

**Enjoys new ideas but can they remain focused and follow things through when necessary?**

**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**

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 sociable and engaging of others.*

**Facet Says:**

**Fits easily in to a new team. Can make contacts as needed but Doesn't force self onto others.**

**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.

**Comment**

Multiple horizontal lines for writing a 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:**

**Needs people to bounce ideas off. Examples of working things through independently?**

**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**

Horizontal lines for writing a comment.

**Interviewer's Rating**

**1**

**2**

**3**

**4**

**5**

Keeps to own special area  
Thinks before speaking  
Poor at communicating their thoughts

Involves others when deciding  
May need support of a team to get things done  
Unable to work independently

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

**Facet 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?

**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 are tough and demanding of others. They value those who need little support to deliver.*

**Facet Says:**

**Tries to help where possible. Do they take on too much? Look for the ability to delegate and work through others.**

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

**Facet Says:**

**Inclined to believe what people say. Have they been disappointed or let down?**

**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**

Horizontal lines for writing a comment.

**Interviewer's Rating**

**1**

**2**

**3**

**4**

**5**

Unquestioning belief in people  
Naive  
Idealistic

Defensive  
Suspicious  
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 confident and unworried. They believe they can handle any difficulties that arise. They take things as they come.*

**Facet 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 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**

Multiple horizontal lines for writing a 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 and remain calm in a crisis.*

**Facet Says:**

**Cautious. How quickly do they accept new challenges?**

**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?

**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: