

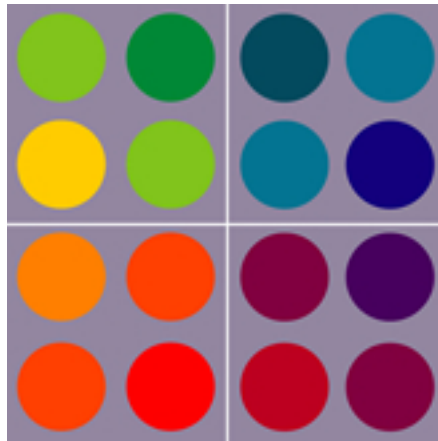


## Facet Audition

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Company: Consulting Tools

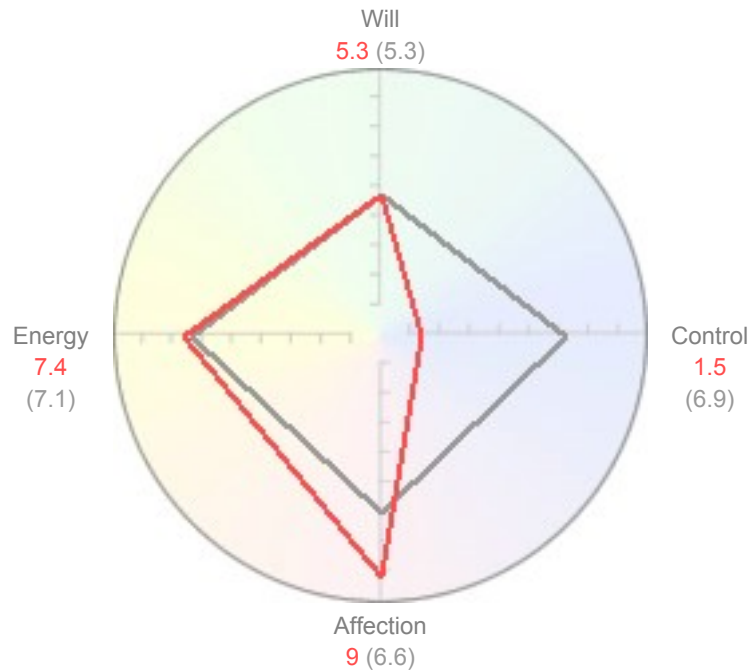


*consultingtools*   
PERSONALITY ASSESSMENT

# Audition

This guide provides a structure for an interview for a **Norfolk CSA** 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)



## Convergence Chart



*Ideal candidates are more flexible. They listen to others and are willing to change views.*

**Facet Says:**

**Strong views. Look for examples of giving way to another's idea.**

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?

If someone has a strong view what's the best way to convince them?

**Behavioural Questions**

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?

**Situational Questions**

How would you go about getting people started on a new initiative?

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?

How would you go about getting people to do something you felt was important?

**Comment**

Multiple horizontal lines for writing a comment.

**Interviewer's Rating**

1

2

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5

Too determined to stick to their views  
Quick to tell others what to do  
Hard to convince

Too easily swayed by arguments  
Too willing to fit in with other people  
Unwilling to take quick decisions

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

**Facet Says:**

**Tends to hold back.  
Look for evidence of  
having managed  
disagreement.**

Tell me about a time when you needed to confront someone. What was the situation? What did you do? What was the result?

What is the best way to confront someone over an issue at work.

**Behavioural Questions**

Tell me about a time when you were challenged strongly by someone. What was the situation? What did you do? What was the result?

**Situational Questions**

If someone challenges you over an issue, how do you defend yourself?

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?

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

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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 prefer to work with others who can provide support and guidance when necessary.*

**Facet Says:**

**Has own ideas but likes to build on others' input.**

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?

If a group of people need to make a decision, how do you feel they should go about doing it?

**Behavioural Questions**

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?

**Situational Questions**

If you had a problem to solve at work, how would you go about it?

Tell me about a time when you needed people to help you. What was the situation? What did you do? What was the result?

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

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5

Stubbornly independent  
Doesn't consult before committing  
Goes own way

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

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

**Facet Says:**

**Responds to others' enthusiasm - can they be involved and part of the team?**

Tell me about new ideas that you have implemented at work. What were they? How did you discover them? What did you achieve?

How do you feel new ideas should be introduced at work?

**Behavioural Questions**

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?

**Situational Questions**

How would you feel if you were asked to take on a public role for your team?

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?

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 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.**

Tell me about a time when you've been required to work for long periods on your own, without much team support?

How important is it to you that your work and private lives are kept separate?

**Behavioural Questions**

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?

**Situational Questions**

How much involvement with each other should colleagues be expected to have outside of work?

Have you been instrumental in getting people together outside of work? What have you done? How did you do it?

How effective are you when asked to work alone.

**Comment**

Multiple horizontal lines for writing a comment.

**Interviewer's Rating**

**1**

Prefers to work alone  
Distant  
Uninvolved

**2**

**3**

**4**

**5**

Has difficulty working alone  
Distractible and distracting  
Needs contact

*Ideal candidates consult and discuss to gain a broad perspective.*

**Facet Says:**

**Equally happy working alone or as part of a team. Needs some contact.**

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?

When problems arise at work is it better to discuss broadly or to take time to sort a thing out yourself?

**Behavioural Questions**

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?

**Situational Questions**

Do you feel decisions are better made by a group discussion or by specialists in the field?

Do you prefer to bounce ideas off others or to try and sort it out yourself first? Give me an example of this happening?

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 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 people oriented and unselfish. They never forget the impact on people involved.*

**Facet Says:**

**Gives people a chance - can they be objective about other team members?**

Tell me about a time when you identified a good business opportunity. What was the situation? What did you do? What was the result?

How do you go about finding good business opportunities

**Behavioural Questions**

Can you give me an example of where your action has protected the organisation's commercial interests?

**Situational Questions**

Are you better than most at turning a situation to your advantage?

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?

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

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5

Protects own interests  
Focuses on immediate gains  
Self centred and opportunistic

Puts other people first  
Always tries to help  
Overly selfless

*Ideal candidates are supportive and helpful. They respond to a call for assistance.*

**Facet Says:**

**Always tries to help -  
look for ability to say  
no.**

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?

How should you decide when to forgive someone and when to be tough?

**Behavioural Questions**

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?

**Situational Questions**

What would you do if you thought someone was trying to take advantage?

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?

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
Tough Can seem harsh Unforgiving				Forgiving Uncritical Overly supportive

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

**Facet Says:**

**Takes people at face value - Doesn't question. Examples where this has led to problems?**

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?

**Behavioural Questions**

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.**

Tell me about your daily routine. How do you plan? How does it help you?

**Behavioural Questions**

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

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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.**

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?

To what degree do you think we should be responsible for others' actions at work?

**Behavioural Questions**

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?

**Situational Questions**

How would you go about convincing people that they needed to stick to company rules?

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?

Should company rules be strictly enforced or seen as broad guidelines and interpreted for each situation?

**Comment**

Multiple horizontal lines for writing a 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 more cautious and respond to issues as they arise. They feel personally accountable and display a sense of urgency.*

**Facet Says:**

**Positive outlook. Has this always been warranted?**

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?

How do you go about weighing up the risks associated with a course of action?

**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?

**Situational Questions**

What would it take to make you feel you had really achieved "against the odds"?

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?

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

Confident in own skills  
Can seem complacent  
Can lack a sense of urgency.

Easily discouraged  
Pessimistic and uncertain  
Avoids challenges

# Notes: