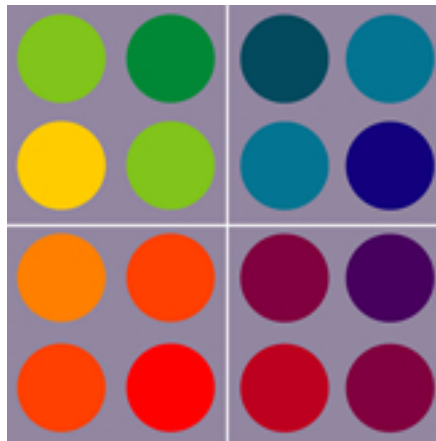


❖ **Audition - Role template**

Transformational Leadership

Company: Demonstration Client



Introduction

Audition is a process for identifying the behavioural requirements of different roles in organisations. Roles are not the same as jobs; there may be two jobs labelled "Sales person" with very different behavioural requirements. One may be in a tough, competitive, unforgiving environment where transactions are very short term and long term relationships are avoided. The other may require a very long selling cycle with decisions based on well developed and nurtured personal relationships. They are both "Sales" but are very different "roles".

Audition is a "Commensurate Measurement" process specifically designed to link "roles" to Facet5. Organisations can see quickly where people match or deviate from the requirements of the role.

Audition looks at a role in terms of what is "perceived" to be important to success in it. There are 13 areas covered each of which can be linked to one of the Facet5 sub-factors.

Audition is designed to answer three main questions:

1. Which behavioural elements are able to differentiate between roles in organisations?
2. Do different people have similar views of the requirements of a role?
3. What behaviours are associated with high and low ratings of each element?

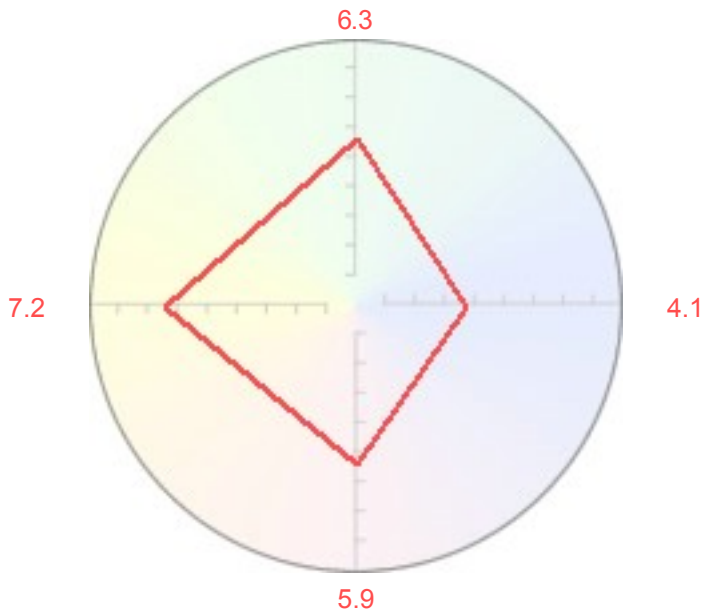
There are two stages to the Audition process:

1. Role Definition: Defining the ideal template for the role
2. Profile Comparison: Comparing candidates to this template.

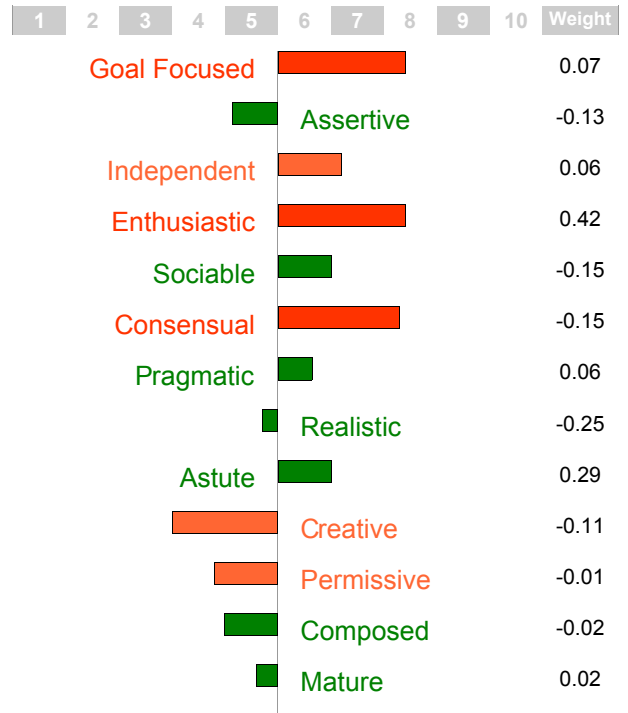
Role Description

Based on SLR Reviews by 322 managers. Uses regression model. For more information see "Doors of Perception" under FacetLive

Audition Template



Role Element Chart



Note: The horizontal bars on the Role Element Chart above indicate how far above or below "average" the ideal score lies. The words next to each bar are the verbal descriptors that would be used to describe an ideal candidate.

The bars in the chart above provide an indication of the sub-factor scores that would match this role. They are derived from the selected baseline and represent the scores of profiles from the baseline who closely match the weights you have assigned to each of the role elements.

Word Picture

They would be described as:

- Exuberant, outgoing manner
- Likes making friends and interacting with others
- Wide ranging interests and exciting ideas
- Flexible but goal oriented
- Impulsive
- Could interfere with others' work

They prefer:

- Promoting an idea with passion and enthusiasm
- Working with fun people
- Taking up a cause or mission
- Persuading on big issues

Copywriter's Guide

When attracting candidates for this role you should emphasise that you are looking for people who are: **Goal Focused, Enthusiastic, Consensual, Creative, Independent, Permissive** and avoid those who are: **Flexible, Restrained, Independent thinking, Structured, Democratic, and Prudent.**

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.

Leadership

You should expect:

- communicates an exciting vision
- persuasive and inspiring
- challenges ideas and debates openly
- very supportive of other's efforts

You should watch for:

- the potential to interfere
- stifling others ideas

Initiative and Effort

You should expect:

- takes responsibility readily
- has faith in self and desire to help others
- energetic in pursuit of targets
- handles many things at once

You should watch for:

- too quick to assume the lead
- setting unrealistic goals

Analysis and Decision Making

You should expect:

- encourages alternatives
- has own clear theories
- quick to implement and try things
- convinced by feeling as much as logic

You should watch for:

- too quick to commit
- overly complex theories

Interpersonal

You should expect:

- popular members of an organisation
- communicate happily at all levels
- accepts people - non-judgemental
- defends and protects friends

You should watch for:

- can dominate the scene
- can become too familiar

Communication

You should expect:

- enthusiastic communicator
- encourages debate - enjoys talking
- insists everybody contributes
- persuasive and motivating to listen to

You should watch for:

- overly talkative
- circuitous arguments

Planning and Organising

You should expect:

- has clear objective in mind
- looks at big picture rather than detail
- wins people over and gains commitment
- freely allocates responsibility to others

You should watch for:

- expects details to sort themselves out
- doesn't follow through

The ideal candidate is an exuberant, out-going person who enjoys making friends and has a genuine interest in people coupled with a flexible, but focused, goal orientation.

Leading Edge Guide to leading

This report describes how a person's manager needs to respond in order to motivate, inspire and manage. The report uses as a base the model of Leadership originally outlined by Bernard Bass which suggests that there are 7 core elements of leadership which people need to develop in order to be seen as successful. They break down into Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is required to inspire people to go above and beyond expectations.

Creating a Vision

- Match the ideal candidate's enthusiasm with your own
- Be punchy, spontaneous and informal in your presentation
- Appeal to the ideal candidate's enjoyment of debating ideas and thinking up new possibilities
- Encourage and inspire the ideal candidate to take up the cause
- Sell the advantages in terms of how people and the organisation will benefit
- Speak of how the ideal candidate's flexibility, creativity and ability to inspire and motivate others will be crucial to success

Stimulating the Environment

- Provide plenty of opportunity for the ideal candidate to make a positive impact on other people and their work
- Offer an informal working environment where intuition and spontaneity is valued and a sense of humour is welcomed
- The ideal candidate is happiest when promoting an idea with passion and enthusiasm
- Keep the ideal candidate involved and informed
- Tap into broad interests and harness the ideal candidate's creative skills

Treating People as Individuals

- Respond to the ideal candidate's genuine interest in people and need to interact and work closely with others
- Keep things relatively friendly, light hearted and informal
- Expect the ideal candidate to be quite liberal tendencies and to opt for radical solutions especially where people issues are concerned
- Recognise the ideal candidate's need to 'have a say', debate issues and talk through ideas
- Temper a tendency to be impulsive and stubborn - the ideal candidate hates to feel ignored

Goal Setting

- Suggest and agree end goals but allow the ideal candidate flexibility and scope to choose how these will look and be met
- Resist the temptation to become too detailed and trust the ideal candidate's monitoring abilities and ultimate goal orientation
- Keep time scales realistic but quite short - this helps the ideal candidate's planning and focus
- Avoid asking the ideal candidate to be directly responsible for routine tasks by ensuring that this and matters requiring attention to detail are delegated

Monitoring Performance

- The ideal candidate prefers to work without too much interference and will respond to a manager who helps get things done
- Gently monitor progress and insist on regular, but informal meetings
- Be prepared for the ideal candidate to have changed or modified plans in response to new information or events
- Seek clarification and reassurance on time-scales
- Help the ideal candidate to keep focused on the goals but without stifling a talent for innovation and intuition

Providing Feedback

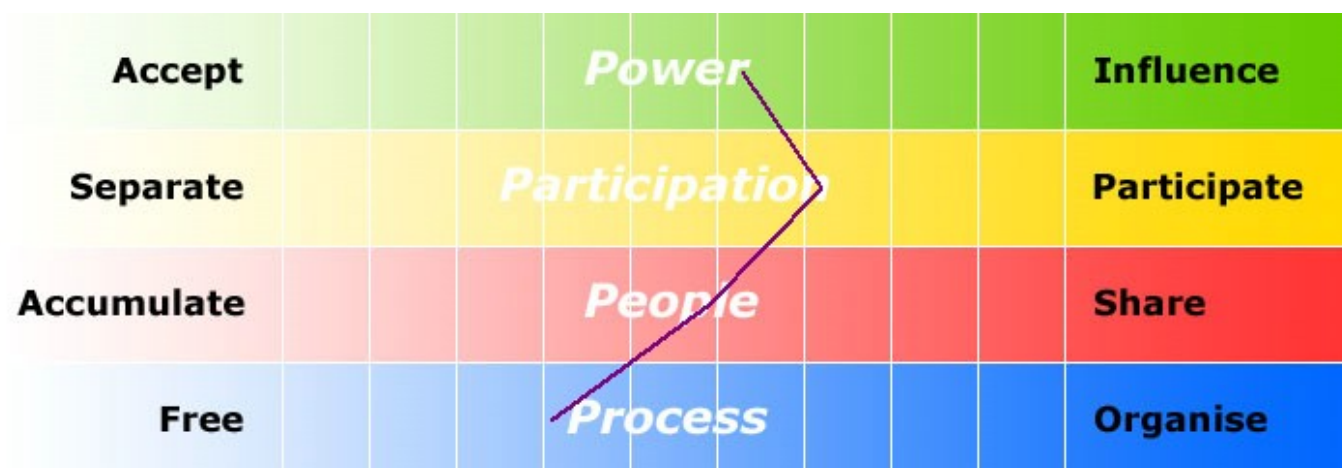
- Praise the ideal candidate's enthusiasm, intuition and flexibility
- Recognise the ideal candidate's ability to achieve results
- The need for negative feedback will be rare. It will usually be related to the ideal candidate's apparent lack of self-discipline and structure
- Be prepared for the ideal candidate to defend if criticised and to justify actions as being in the best overall interests of the project or group
- Avoid allocating blame or entering into lengthy debate - encourage the ideal candidate to explore how to avoid incurring similar criticism in the future

Developing Careers

- Encourage the ideal candidate to be a passionate advocate of ethical and worthwhile causes
- Offer the ideal candidate positions that give sufficient status and power to introduce new ideas and to win peoples hearts and minds through persuasion and enthusiasm
- Create opportunities for the ideal candidate to improve skills as a 'devil's advocate', and to perfect powers of persuasion even when met with strong opposition from people who hold a more traditional and conservative view of life

Work Preferences

This report highlights the attributes of this role which may be motivating or demotivating to the ideal candidate.



This pattern of Drivers suggest that ideal candidates are best suited by a role which provides the following

- Promoting an idea with passion and enthusiasm
- Working with fun people
- Taking up a cause or mission
- Persuading on "big" issues

Research has shown the following job elements to be key to maintaining the motivation and interest of ideal candidates

- Communicating my own vision
- Having a leadership role
- Constant challenge
- A sense of friendship with my colleagues
- Having a chance to develop and encourage others
- Working in a creative and dynamic environment
- A sense of value to others and/or the community
- The chance to work with concepts, rather than detail

Having to spend too much time on the following elements has been shown to be demotivating for ideal candidates and likely to lead to frustration

- An environment where fair play is not respected
- Isolation from colleagues
- A highly formal environment
- Easy work
- Lack of recognition for efforts
- Performing the same tasks every day
- Working in a highly specialised, technical company
- Precise and closed predetermined goals