



Audition - Role survey

Customer Service Representative (Sample)

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Introduction

The Audition Role Survey is a process for identifying the behavioural elements linked to success in a particular role. The expectations of a role are linked to both the job a person is required to do and the organizational climate he/she is operating in. The Survey builds a template of these expectations by combining information from a number of sources – experts who are knowledgeable about the role.

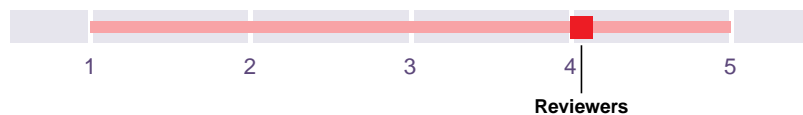
Audition is a "commensurate measurement" model where the behavioural elements used to describe the role can be linked directly to the elements identified in a Facet5 report. Once it is agreed by the reviewers, this Role Survey can be used to create an Audition Role Template which enables individual Facet5 profiles to be compared directly to the agreed requirements of the role. Areas where the person matches the role are shown as well as the direction and magnitude of any differences.

In this Role Survey reviewers can come from up to four different viewpoints: Manager, Peer, Incumbent or other Reviewer. These views can be separated or combined to show what people perceive the role to require. The structure of the report is as follows:

Structure of this Report

Reviewers' ideal scores

This section reports the ideal scores selected by each reviewer during the review process. For each sub-factor, the factor name, sub-factor name and overall mean score is displayed. This mean score is the score that will be used as the ideal score for that sub-factor if a template were to be created from this review. The chart shows the range and mean of the scores selected within each viewpoint group individually. If only one reviewer exists in a viewpoint, a single point will be plotted. See below for an example.



Beneath the chart, each reviewer is listed along with the ideal score selected by that reviewer and any comments they have entered.

Role Definition Template

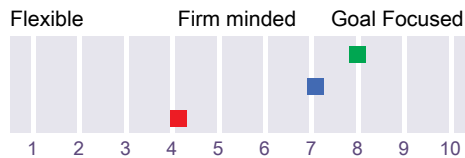
This page represents the role definition as it would exist if a template were created from this review. It shows the ideal factor and sub-factor scores, with the sub-factor scores plotted from green, through amber, to red to indicate how significant the ideal score is in relation to the mean score of 5.5.

Reviewers

Reviewer	Viewpoint	Completed Date
Hong, S	Incumbent	27/11/2012
Dummy E,	Manager	27/11/2012
Ngan, G	Peer	27/11/2012
Yong, E	Peer	27/11/2012

Will : Determination : 5.85

If the scores are low the environment is one where people need to be prepared to fit in with others, to do as they are told and to be given precise direction. The need to be flexible and adapt to other's wishes.

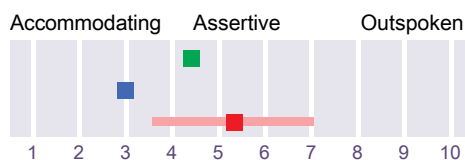


If the score is high the environment is one where people are expected to develop their own ideas without much direction, to create their own goals and objectives and to be prepared to operate independently.

Reviewer	Viewpoint	Score	Comment
Dummy E,	Manager	7.1	
Hong, S	Incumbent	8	
Ngan, G	Peer	4.3	
Yong, E	Peer	4	

Will : Confrontation : 4.53

In such an environment people are expected to compromise, to accept what people say and to think carefully before making any comment. They are expected to be temperate in their comments especially when others are involved.

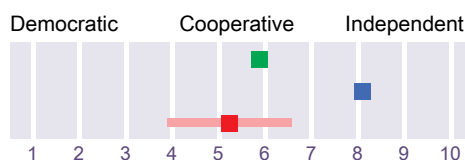


Here people are expected to state their case clearly and unambiguously, to defend their position strongly and be prepared to argue determinedly in order to be heard. It is not a place for quiet reason but more for public debate.

Reviewer	Viewpoint	Score	Comment
Dummy E,	Manager	3	
Hong, S	Incumbent	4.4	
Ngan, G	Peer	3.6	
Yong, E	Peer	7.1	

Will : Independence : 6.13

When Independence is low it is a more collegiate atmosphere where consultation is the name of the game. Such environments are very often team based or may include 'virtual teams' who need to communicate constantly in order to keep everybody informed. Decisions tend to be collaborative and by consensus.

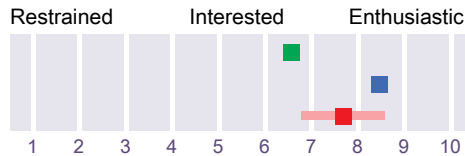


Such environments expect people to set goals and objectives for others, to be prepared to take an independent line and to deliver what they have individually promised. It is more aligned with personal achievement and independent decision making.

Reviewer	Viewpoint	Score	Comment
Dummy E,	Manager	8.1	
Hong, S	Incumbent	5.9	
Ngan, G	Peer	6.6	
Yong, E	Peer	3.9	

Energy : Vitality : 7.63

In such an environment people need to resist getting carried away with novelties and focus on getting the best out of existing techniques. The environment is more 'back room' than centre stage and people are not in the limelight. They are given the opportunity to develop their specialist expertise to a very high level in the organisation's interest.

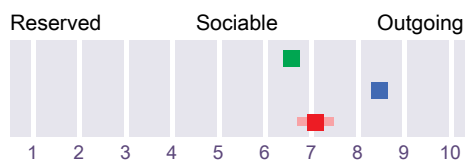


Here the emphasis is on the rapid acceptance and implementation of novel ideas, even if they don't work out in the long run. The environment welcomes change and there is a constant flow of new initiatives. It is not a good idea to get too involved in details since time will not allow it.

Reviewer	Viewpoint	Score	Comment
Dummy E,	Manager	8.5	
Hong, S	Incumbent	6.6	
Ngan, G	Peer	8.6	
Yong, E	Peer	6.8	

Energy : Sociability : 7.33

This is a quieter, more reflective environment where people have time to get to know each other and are accepted for the depth of their specialist or technical contribution.



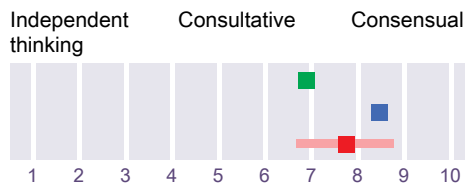
Such an environment is strongly social and work involves a constant flow of events which are business related but with a strong social element. Making new contacts is a key element of the role and people are expected to join in easily.

Reviewer	Viewpoint	Score	Comment
Dummy E,	Manager	8.5	
Hong, S	Incumbent	6.6	
Ngan, G	Peer	7.5	

Yong, E Peer 6.7

Energy : Adaptability : 7.73

Here people are given a problem and are expected to deliver an answer without needing to refer back constantly or to discuss things regularly with colleagues. They are expected to be able to think things through for themselves. It is ideal for a specialist who is given individual responsibility for a solution.



Such an environment expects that problems will be solved through discussion and brainstorming is typically used as a technique to explore ideas. Concepts flow quickly and are developed through discussion and debate. Such places work in teams where responsibility is shared.

Reviewer	Viewpoint	Score	Comment
Dummy E,	Manager	8.5	

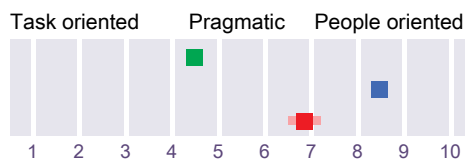
Hong, S Incumbent 6.9

Ngan, G Peer 8.8

Yong, E Peer 6.7

Affection : Altruism : 6.68

A tough, pragmatic, business oriented environment where the focus is on business practicalities. People are expected to look after themselves, and to be able to negotiate hard for the organisation. The environment can be aggressive and highly competitive.



A kinder, more forgiving environment where people are expected to take a broad view and to consider the effect of decisions on their colleagues and other stakeholders. The organisation tends to see itself as a good 'corporate citizen' with wide ranging social responsibilities.

Reviewer	Viewpoint	Score	Comment
Dummy E,	Manager	8.5	

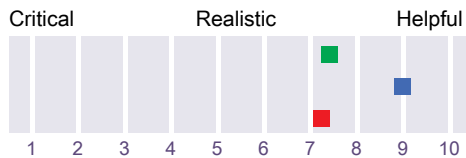
Hong, S Incumbent 4.5

Ngan, G Peer 6.5

Yong, E Peer 7.2

Affection : Support : 7.73

Here people are expected to perform individually and their personal contribution is measured precisely. People are rewarded according to their effort and individual achievement is valued over team results.

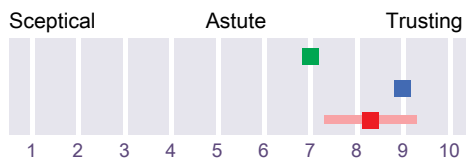


Such an environment looks at the whole team as key to business performance. Special efforts are made to adapt roles so that each person is able to contribute in their own special way. There are few exact demands other than people are expected to deliver their best.

Reviewer	Viewpoint	Score	Comment
Dummy E,	Manager	9	
Hong, S	Incumbent	7.4	
Ngan, G	Peer	7.3	
Yong, E	Peer	7.2	

Affection : Trust : 8.15

Such an environment is guarded and expects business to be tough and dangerous. They expect to get conflicting views and to have to check information carefully before accepting it. Company secrets are defended carefully.

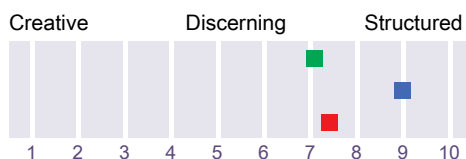


Here business is seen as a continuance of life. People are seen as fundamentally good and will always be given a chance. Information is shared broadly and business relationships are based on trust and understanding.

Reviewer	Viewpoint	Score	Comment
Dummy E,	Manager	9	
Hong, S	Incumbent	7	
Ngan, G	Peer	9.3	
Yong, E	Peer	7.3	

Control : Discipline : 7.73

Business is constantly changing and there is never time to do it thoroughly before having to start the next thing. A premium is placed on originality and rewards given for creativity. People are expected to look for radical short cuts to get the job done.

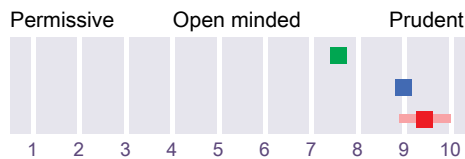


Such a role requires that people plan their time very carefully and work through things thoroughly. The search is for precision, logic and excellence even if it takes a little longer to get there.

Reviewer	Viewpoint	Score	Comment
Dummy E,	Manager	9	
Hong, S	Incumbent	7.1	
Ngan, G	Peer	7.4	
Yong, E	Peer	7.4	

Control : Responsibility : 8.88

Such an environment is casual and relaxed, taking things as they come and always keen to support a maverick style. There are few expectations of conduct, dress or manners but a constant search for individual freedom of expression. Freedom and innovation are valued highly.

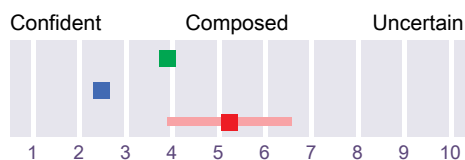


Here there are clear rules and procedures to be followed to ensure that the very best results are achieved. People are expected to know how the business works and to follow the rules while constantly searching for improvements in efficiency. People are expected to take work seriously and to take personal responsibility for their own and others' actions.

Reviewer	Viewpoint	Score	Comment
Dummy E,	Manager	9	
Hong, S	Incumbent	7.6	
Ngan, G	Peer	8.9	
Yong, E	Peer	10	

Emotionality : Tension : 4.23

Such an environment involves continual critical deadlines where stress is a normal part of the job. Changes are frequent and unpredictable and people are expected to manage without emotional support.



This environment is predictable in that workloads may be high but they are constant. People know what they are expected to do and they can rely on the organisation for support in times of pressure. Change may happen but are expected and can usually be managed within normal work.

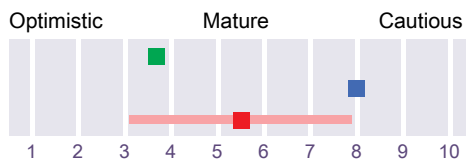
Reviewer	Viewpoint	Score	Comment
Dummy E,	Manager	2.5	
Hong, S	Incumbent	3.9	

■ Ngan, G Peer 3.9

■ Yong, E Peer 6.6

Emotionality : Apprehension : 5.68

In this environment there is a constant progression of new things to try and things often go wrong through no one's fault. People need to remain positive and objective in the face of considerable difficulties.



The environment allows people to focus on what they are good at and deliver their specialist skills. There is a history to learn from and people are encouraged to check carefully before committing to new ventures and be sure that individuals and the organisation are ready for the changes.

Reviewer	Viewpoint	Score	Comment
■ Dummy E,	Manager	8	

■ Hong, S Incumbent 3.7

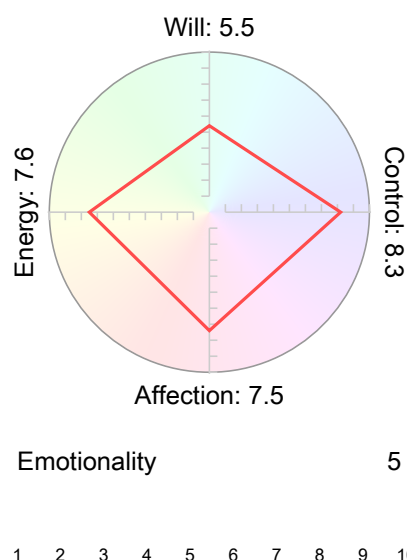
■ Ngan, G Peer 3.1

■ Yong, E Peer 7.9

Template

The chart on the right shows the overall Role Template on the 5 main behavioural elements based on this review. For this chart an average score would be 5.5. Scores that are below 3.5 or above 7.5 would be considered to be “Strong” scores.

The chart below shows the same main elements broken down into their 13 constituent behavioural sub-factors. Here the mid point is 5.5 and the bars are shown to the left or right according to whether the required “ideal” is above or below this mid-point.



Convergence Chart

Will : Determination : 5.85

Will : Confrontation : 4.53

Will : Independence : 6.13

Energy : Vitality : 7.63

Energy : Sociability : 7.33

Energy : Adaptability : 7.73

Affection : Altruism : 6.68

Affection : Support : 7.73

Affection : Trust : 8.15

Control : Discipline : 7.73

Control : Responsibility : 8.88

Emotionality : Tension : 4.23

Emotionality : Apprehension : 5.68

