



Thank you for auditioning for
CORPORATE TRAINING VIDEOS

ROLE: ERIC

Please prepare:

The full packet that matches your Character Number or is most correct for you based on your Nationality. You do not need to be off book but should be familiar with the material so you can give us the best character read possible.

The style of this work should be honest and real and a bit heightened. Think Law & Order or any crime/law based TV show. These characters are all well educated and smart and have a strong sense of self.

If you are coming in for the foreign language roles and will be speaking Cantonese, Mandarin or Hindi, please see the extra script pages with sample lines to demonstrate your language skills.

These events will be presented LIVE so the best approach for vocal work is theatrical and not TV/Film.

INSTRUCTIONS:

Be sure to bring your picture and resume, otherwise we will not have one in the room!

DRESS: Business casual but definitely well dressed and well groomed/styled. Show yourself off as the business-person you can be.

Please note that auditions will be recorded so other members of the Creative Team can view them.

Thanks so much! W | S Casting

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ERIC SIDE 1

1. "The Double Bind"

KENJI: While men can be both assertive *and* likeable in the workplace, women are forced to walk the tightrope between being too aggressive and too passive. Yesterday, Jessica's boss told her if she wants to be promoted, she needs to be less passive. See if you can help adjust her behavior as she goes about her day.

BEAM

Jessica's picture fills the frame.

Prompt: How should Jessica behave?

Two buttons, "More Assertive," and "Less Assertive," pop up.

More Assertive

JESSICA: Good morning everyone, we don't have much time, so I'm going to jump right in.

Eric and Zach are chatting. She clears her throat. They stop talking and exchange "geez" looks.

JESSICA: Eric, where are we with the presentation?

ERIC: I should have it by Friday afternoon.

JESSICA: I asked for it by Wednesday.

ERIC: (Taken aback) I'll do what I can.

ZACH: (Defensively) We're ALL really busy.

They exchange looks.

Less Assertive

JESSICA: Good morning everyone.

Eric and Stewart are chatting. She waits. Eric and Stewart ignore her and keep chatting.

JESSICA: (trying to interject) Eric, could I ask where are we with the blockchain presentation?

He takes his time finishing what he was saying, then finally looks at her.

ERIC: I should have it by Friday afternoon.

JESSICA: I asked for it by Wednesday.

ERIC: (shrugs) Sorry, I got dragged into something else.

Eric plays a game on his phone.

ZACH: (Disinterested) We're all really busy

We see Jessica is frustrated.

Prompt: This isn't going well, do you want to change Jessica's behavior?

Two buttons, <More assertive> and <Less assertive> pop up.

BEAT 2

More Aggressive

JESSICA: Moving on, for the blockchain product I was thinking we should have a presence at a tech show

ZACH: (interrupting her) What if we did a tech show?

ERIC: Great idea, Zach.

JESSICA: (annoyed) *Exactly* what I was saying.

Eric and Zach give each other a geeze look and roll their eyes at each other.

Less Aggressive

JESSICA: Moving on, for the blockchain offering, I was thinking we should have a presence at a tech show, like

ZACH: (interrupting her) What if we did a tech show?

ERIC: Great idea, Zach.

Jessica lets it go.

end

Prompt 1 (if you chose less assertive)

Jessica isn't getting much respect. Do you want to choose something else?

Prompt 2 (if you chose less assertive)

Jessica colleagues aren't reacting well, do you want to do something different?

Two buttons, <More assertive> and <Less assertive> pop up.

BEAT 3

Eric + Zach Side 1

More Assertive

START

JESSICA: I was going to say an experiential-

ERIC: (Interrupting her) What about some sort of experiential display?

ZACH: Awesome idea Eric, that will definitely create buzz.

JESSICA: (evenly) Actually that was *my* idea.

ERIC: What?

ZACH: OK Jess, this is just a brainstorm.

ERIC: Yeah, does it matter? We're all a team.

ZACH: Plus, I think Eric had a really good idea. We should all jump on board.

Jessica lets out an exasperated sigh.

Less Assertive

JESSICA: (trying again) I was thinking experiential-

ERIC: (Interrupting her) What about some sort of experiential display?

ZACH: Awesome idea Eric, that will definitely create buzz.

JESSICA: Actually I

Eric: Done and Done. Good Jess?

Jessica shrugs and nods.

ZACH: Great. (To Eric) You wanna go to lunch?

END

END 1 (If they select "More Assertive" most)

BOSS: Jessica, you do really great work. As a Director in Cloud, you're probably the best we've got. But I've gotten feedback that you can be a bit aggressive. The term "sharp elbows" has been thrown around. Remember, we're all a team. Let's adjust course and check in in a couple of months.

He leaves.

SUPER: Sorry! you didn't get promoted.
<Try again> button

END 2 (If they select "Less Assertive" most)

BOSS: Jessica, first of all, you're doing great. I get nothing but positive feedback about how what a good team player you are. But, I mentioned it before, you have a tendency to shrink in a room. You're a bit passive. Let's work on it and meet again in a few months.

He leaves.

SUPER: Sorry! You didn't get promoted. Try again.

Goes back to the beginning.

Jessica: (to viewer) Thanks for helping me out. I think we know what they're looking for now, so we'll definitely do better.

<Scene replays>

After the scene is played two times, you get a choice between <Play Again> and <Give Up>.

KENJI: Unfortunately, as you saw, in many situations women cannot escape from this double bind on their own. As early as 1989, a plurality of the U.S. Supreme Court recognized that "an employer who objects to aggressiveness in women but whose positions require this trait places women in an intolerable and impermissible Catch-22." Nevertheless, decades after this case, the "double bind" is alive and well. A 2007 Catalyst study described the situation for women leaders as "damned if you do, doomed if you don't." And in a 2010 Harvard Business

School case, researchers found that an identical profile of a venture capitalist--one named Heidi and one named Howard--received equal ratings of competence, but "Heidi" was seen as selfish and "not the type of person you would want to hire or work for." With the identical profile, "Howard" was seen as extremely likeable.

So what is to be done? Part of the solution lies in the experience of the clip itself. A 2000 study shows that asking people to write an essay from the perspective of an elderly person or an African-American person reduced both conscious and unconscious biases--in contrast to the less effective method of simply telling people to suppress their biases. The hope here is that you experienced some frustration as you gradually realized that there was no way to win this game. Now we ask you to imagine that this is not a game, but your professional life.

Another important piece of the puzzle is to identify and challenge both covering and reverse covering demands as they occur. Either Zach or Eric could have challenged the other on their reactions to either the "more assertive" or "less assertive" behavior. And the "Boss" giving the performance evaluations should have understood that prompts to be more assertive or less assertive need to be checked for gender bias. One scholar has recommended giving gender-neutral performance evaluations to avoid the gendered double bind, forcing employers to choose from pre-determined words [JT: Give examples] so that differential use of words can be tracked.

Shopping Cart:

Price Waterhouse v. Hopkins, 490 U.S. 228 (1989)

Catalyst, The Double-Bind Dilemma for Women in Leadership: Damned if You Do, Doomed if You Don't (2007).

Kathleen McGinn & Nicole Tempest, Heidi Roizen, Harv. Bus. Sch. Case 800-228 (2010).

Adam Galinsky & Gordon Moskowitz, Perspective-taking: Decreasing stereotype expression, stereotype accessibility, and in-group favoritism 78 J. of Personality and Soc. Psychol. 708 (2000).

Paola Cecchi-Dimeglio, How Gender Bias Corrupts Performance Reviews and What to Do About It, Harv. Bus. Rev., Apr. 12, 2017.

[JT1]Can you include some examples? Pre-determined words like ...?

ERIC SIDE 2

Shopping Cart:

Emilio J. Castilla & Stephen Benard, "The Paradox of Meritocracy in Organizations," 55 Administrative Science Quarterly 543 (2010).

Eric Luis Uhlmann & Geoffrey L. Cohen, "Constructed Criteria: Redefining Merit to Justify Discrimination," 16 Psy. Soc. 474 (2005).

8. "Retiring Personalities"

Kenji: Introverts make up about a third of the population, yet, leadership has been dominated by the extrovert ideal. While this sometimes comes up among Asian-American employees, it is in fact an issue for all introverts within an organization. This is Eric, a recently promoted Director and natural introvert. His boss has told him in order to move up the leadership chain, he needs to be more extroverted. Choose which behavior to portray for the best possible outcome.

BEAT 1

ERIC encounters Robert.

ROBERT: Hey Eric, how's it going?

Prompt: How do you want to behave?

Two buttons pop up, <Introverted Eric> and <Extroverted Eric>.

START
Extroverted Eric

ERIC: (forcing extroversion) Hey Robert! Everything's going great! How are you? How about those Eagles? Oh, I'd love to talk to you about presentation skills. I'm thinking of delivering a process presentation to my team and I'd love to learn your methods!

His life bar goes down way.

ROBERT: Wow, I've never seen you so... exuberant.

ERIC: Thanks! I'm trying to be more extroverted, per Amir's comments. (He

*Eric
Robert
side 2*
→

forces a laugh) I'm already exhausted and I just started this morning.

ROBERT: Tell me about it. I've been at it for years.

ERIC: But you're not shy at all.

ROBERT: Being an introvert isn't the same as being shy. After a meeting or presentation, I need some down time in order to function.

ERIC: Oh wow, I thought introversion was mostly an Asian thing. In China the saying is, "The loudest duck gets shot."

ROBERT: Ha, well here, "The squeaky wheel gets the grease." It's not the best model for leadership. You should talk to Amir about it.

END

ERIC Introverted Eric

SIDE 3 Life bar stays high.

START

ERIC: (speaking softer and more naturally) Hi Robert. I'm doing Ok. Just trying to figure out how to adapt my personality to the leadership model here. Amir mentioned I should be more outgoing and confident, but that's just not my style. I'm naturally an introvert.

ROBERT: Ha. Me too.

ERIC: Really? But you're not shy at all.

ROBERT: Being an introvert isn't the same as being shy. After a meeting or presentation, I need some down time in order to function.

ERIC: Oh wow, I thought introversion was mostly an Asian thing. In China the saying is, "The loudest duck gets shot."

ROBERT: Ha, well here, "The squeaky wheel gets the grease." It's not the best model for leadership. You should talk to Amir about it.

END

BEAT 2

Prompt: You're about to lead a team meeting, how do you want to lead?

Two buttons pop up, <Introverted Eric> and <Extroverted Eric>.

Extroverted Eric

<If this is the second time you chose extroverted, a message will pop up that says.> “Warning, your life bar is dangerously low.”

We cut to after the meeting. Eric looks exhausted. His life bar is depleted.

AMIR: Great meeting Eric! I've never seen you so outspoken. I'm glad you're taking my advice to heart.

ERIC: Actually, I wanted to talk to you about that. It's really taxing, it's just not how I naturally am.

AMIR: I totally get it. I wasn't raised that way either. But in this country, leadership requires more extroversion. I had to adopt a more outgoing style to get to where I am.

ERIC: Wouldn't it be better for the firm if we nurtured different leadership styles instead of celebrating only the loud, outspoken leaders?

AMIR: It just makes sense for us to bend toward the company rather than having it bend toward us.

Introverted Eric

We cut to after the meeting. His life bar remains high.

AMIR: Hey ERIC, can I talk to you?

ERIC: Sure, what's up?

AMIR: I know I mentioned it before, but if you want to become a VP you need to be more outgoing. Own the room.

ERIC: I hear you, but that's not who I am.

AMIR: I'm not naturally that way either. I had to adopt a more outgoing style to get to where I am. But I didn't write the rules, in this country leadership requires more extroversion.

ERIC: Wouldn't it be better for the firm if we nurtured different leadership styles instead of celebrating only the loud, outspoken leaders?

AMIR: It just makes sense for us to bend toward the company rather than having it bend toward us.

BEAT 3

Prompt: What do you want to do?

END

Amir
Side 3
9

ERIC
SIDE 4
Start

The two buttons pop up, <Advocate> and <Assimilate>

Advocate

ERIC: Actually, I think *the company* should bend. China has tech companies. And those companies have leaders. They seem to be fine...

AMIR: Yeah, but we're not in China.

Robert overhears the conversation.

ROBERT: Sorry, I couldn't help but overhear. Actually, some of our most famous leaders--from James Madison to Abraham Lincoln, were introverts.

AMIR: Fair enough, but I need to give Eric realistic advice. I'm not trying to boil the ocean here, Robert, just trying to get Eric promoted.

ROBERT: I respect that, but as leaders at the firm, we're the ones that have to change the culture. I want a company that has both kinds of leaders, where people can choose the style most authentic to them. Anything else is a colossal waste of time.

ERIC: Thanks Robert. Amir, maybe we should get something formal together to present to HR?

AMIR: I'm on board with that.

Super: 6 months later.

ERIC: Amir, I just wanted to thank you for your support. I can't believe I'm already leading my own team. I hope I can be a mentor to others like me. Without Robert, I don't think I would have had the courage to do it.

Super: Great job.

Optional <play again button>

Assimilate

ERIC: Yeah, I guess. I just find it totally exhausting. But if I want to lead a team, I'm willing to make sacrifices.

Robert overhears the conversation.

ROBERT: Sorry, I couldn't help but overhear. Actually, you *can* lead as introvert. Some of our most famous leaders--from James Madison to Abraham Lincoln, were introverts.

AMIR: Fair enough, but I need to give Eric realistic advice. I'm not trying to boil the ocean here, Robert, just trying to get Eric promoted.

ERIC: Thanks for having my back Robert, but I need to adapt to what the company needs. I'm just one person, no need to change the entire company culture.

ROBERT: We're *two* people. And at least a third to half of the company is likely introverts. But anytime you need someone to back you up, I'm always here.

ERIC: Ok thanks, but I think I can manage.

Super: Six months later

ERIC: Hi Amir, I wanted to see you because I'm submitting my resignation. This just isn't working. I feel like I'm someone I'm not. Not to mention, I'm just wiped out. I've taken a position at another company that's more open to different leadership styles.

Optional "Play Again" button.

KENJI: Introversions is one of the new frontiers of inclusion. In 2012, Susan Cain wrote the landmark book *Quiet: The Power of Introverts in a World that Can't Stop Talking*. In this book she makes three simple observations. First, she notes that one third to one half of the U.S. population can be classified as introverts. Second, she observes that introversion and extroversion likely have a genetic substrate—individuals can stretch their personalities in one direction or another, but only to a limited degree. Finally, she notes that introverts have many valuable—including the creativity, persistence, and focus that flow from more time spent alone. Indeed, a separate study has shown that introverted leaders can even be better team leaders of "proactive" employees.

For these reasons, we should be highly skeptical of a workplace that requires all of its leaders to be extroverts. In organizations, Asian American individuals often bring up the bias against introversion, given that their cultural upbringing can favor introversion. However, the population affected is much broader, and includes many people in the otherwise dominant group: "straight white men." Organizations should reflect on how to create more leadership "scripts" so that some leaders are celebrated for being good orators and others are celebrated for being good listeners.

Shopping Cart:

Susan Cain, *Quiet: The Power of Introverts in a World that Can't Stop Talking* (2012).

Susan Cain's Ted Talk: https://www.ted.com/talks/susan_cain_the_power_of_introverts

Adam Grant et al., "Reversing the Extraverted Leadership Advantage: The Role of Employee Proactivity," *54 Academy of Management Journal* 528 (2011).

9. "Separate Spheres"

Kenji: When a terrorist attack or race-related tragedy like Charlottesville occurs, we're all affected at work. But many of us are unsure of how to respond or if it's even appropriate. Kevin and Robert are trying to navigate how to behave at work the day after a tragedy. Use the toggle to see how things play out differently when they're covering and when they aren't.

Two buttons <Cover> <Uncover> will appear on the screen. Viewers can toggle over at any time from one to the other.

Robert / Kevin / Deepali

Robert / Kevin / Deepali 2

Cover <i>Start</i> ↓	Uncover <i>Start</i> ↓
ROBERT: (Uncomfortable) Have a good weekend?	ROBERT: What an awful weekend.
KEVIN: (slightly upbeat) Yeah	KEVIN: (Clearly bummed) Yeah.
ROBERT: (awkward pause) So we've got really fast turnaround on the Watson Customer Care implementation. Capacity-wise, how are you feeling?	ROBERT: It's just such a terrible tragedy. I feel awful about it, so I can't even imagine how you are feeling.
KEVIN: (clearly distracted) Fine. I can focus on the delivery. I'm always excited to lead a project like this.	KEVIN: I can't even focus. What happened was like Charlottesville and Newtown times two. I'm scared for my kids to grow up in a world like this.
ROBERT: (Pause) Ok, Well, if you need any help with it, just let me know. I know this is a big project.	ROBERT: Well, if you need to talk one on one just let me know. I know it's hard show up at work after such a terrible tragedy.

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