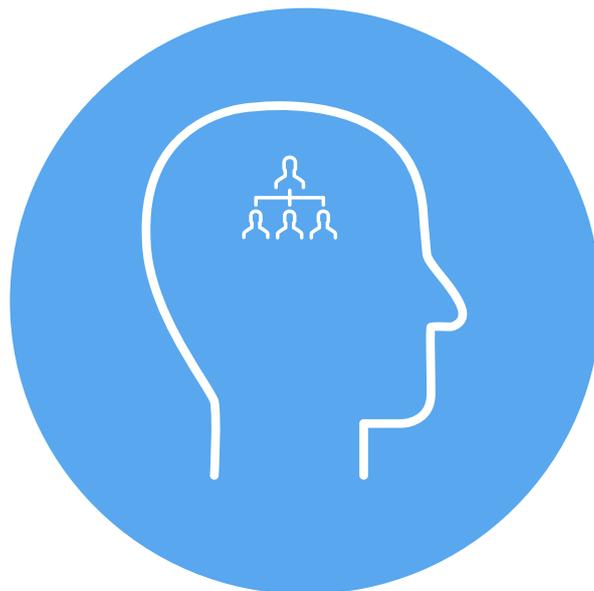




Manager SJT

Sam Sample

Report Generated: 07-07-2021



Introduction

This report is confidential and is intended solely for the person responsible for assessing Sam Sample, who completed the Manager SJT on 07/07/2021.

The test is designed to assess areas of critical importance for success in the role of a manager. The competencies assessed are defined below.

Manager Competencies

Inspiring Others: Maximising the aspirations and commitment of others.

1. Building and maintaining caring and supportive relationships with individuals
2. Inspiring and motivating others to be courageous and perform at their best
3. Promoting a collaborative culture that fuels innovation and delivers results
4. Being persuasive when advocating change or dealing with challenging situations
5. Creating a 'team ethic', harnessing strengths across relevant groups of individuals

Making Decisions: Gathering sufficient information in order to make valid decisions.

1. Understanding the company (i.e., culture, priorities, etc.)
2. Defining ambitious and compelling objectives
3. Embracing complexity, tackling multiple routes to transformative change
4. Demonstrating sound judgement, based on shared ideas
5. Demonstrating insight into own (and others') strengths and development needs

Maximising Performance: Maximising the performance of others in the business.

1. Establishing clear, client-focused goals
2. Having an effective system for monitoring progress in meeting goals and expectations
3. Having an effective approach or system for managing change and challenges (e.g., struggling or difficult individuals, and complex situations)
4. Being organised and timely in approach to all aspects of work (i.e., systematic and well-paced planning, delivery and review)
5. Being strongly focused on maximising individual and business performance, as well as managing risk

Professional Integrity: Demonstrating a genuine commitment to company standards and priorities.

1. Demonstrating genuine, visible commitment to company goals
2. Demonstrating genuine respect for others (i.e., knowledge, expertise, opinions, etc.)
3. Ensuring all decision-making is fair and appropriate
4. Maintaining company values and priorities in high-pressure situations
5. Welcoming constructive challenge, recognising the need to keep learning

The results of the test are valid for 12 months and should be kept confidential.

Profile

The following summarises Sam's performance on the Manager SJT. It provides:

- An overall score, expressed as a percentile based on an individual's responses to all questions.
- A percentile score for each of the competencies assessed



The score suggests Sam is an excellent fit for the role.

Manager SJT Competencies

The scores shown below are Sam's percentiles for each of the competencies.



Performance

The following provides a detailed description of Sam's performance, evaluating her responses for each competency as skilled, proficient or unskilled.

Skilled

Sam is likely to be skilled at **Inspiring Others**. She presents as working effectively with others in an effort to maximise performance and encourage to collaboration. She is highly likely to work productively with colleagues on team goals, offering her support to others as needed. Opportunities for further development can be found in:

- Giving pep talks and developing your oratorical skills
- Talking about the achievements of your team to senior stakeholders
- Having close one-to-ones with your team to better explore their motivations

Sam is skilled at **Making Decisions**. She is likely to seek a range of pertinent information from others and situations before making any decisions. She is also likely to carefully weigh up the risks, benefits and opportunities of any situation presented to them. Opportunities for further development can be found in:

- Producing a guide on how to make well-informed decisions for others to follow
- Presenting a seminar on how to gather information effectively to make decisions
- Investigating Big Data, machine learning or other technologies to support decisions

Sam is skilled at **Professional Integrity**. She is likely to demonstrate a genuine commitment towards company goals and standards. She is also likely to be open and honest in their dealings with others and ensure people are treated fairly. Opportunities for further development can be found in:

- Taking a stand on something important to organisational values that is overlooked
- Speaking out whenever you see behaviour falling short of the standards
- Setting up forums for positive cultural change in your organisation

Proficient

Sam is proficient at **Maximising Performance**. She will generally be effective at managing the performance of others. She is also likely to be organised and timely in their approach to work. Opportunities for further development can be found in:

- Ensuring your goals are Specific, Measurable, Achievable, Relevant and Time-bound
- Rehearsing feedback to feel positive and constructive, while underlining the issues
- Prioritising work by what is important but not urgent, and urgent but not important

Unskilled

There are no areas of unskilled behaviour.