

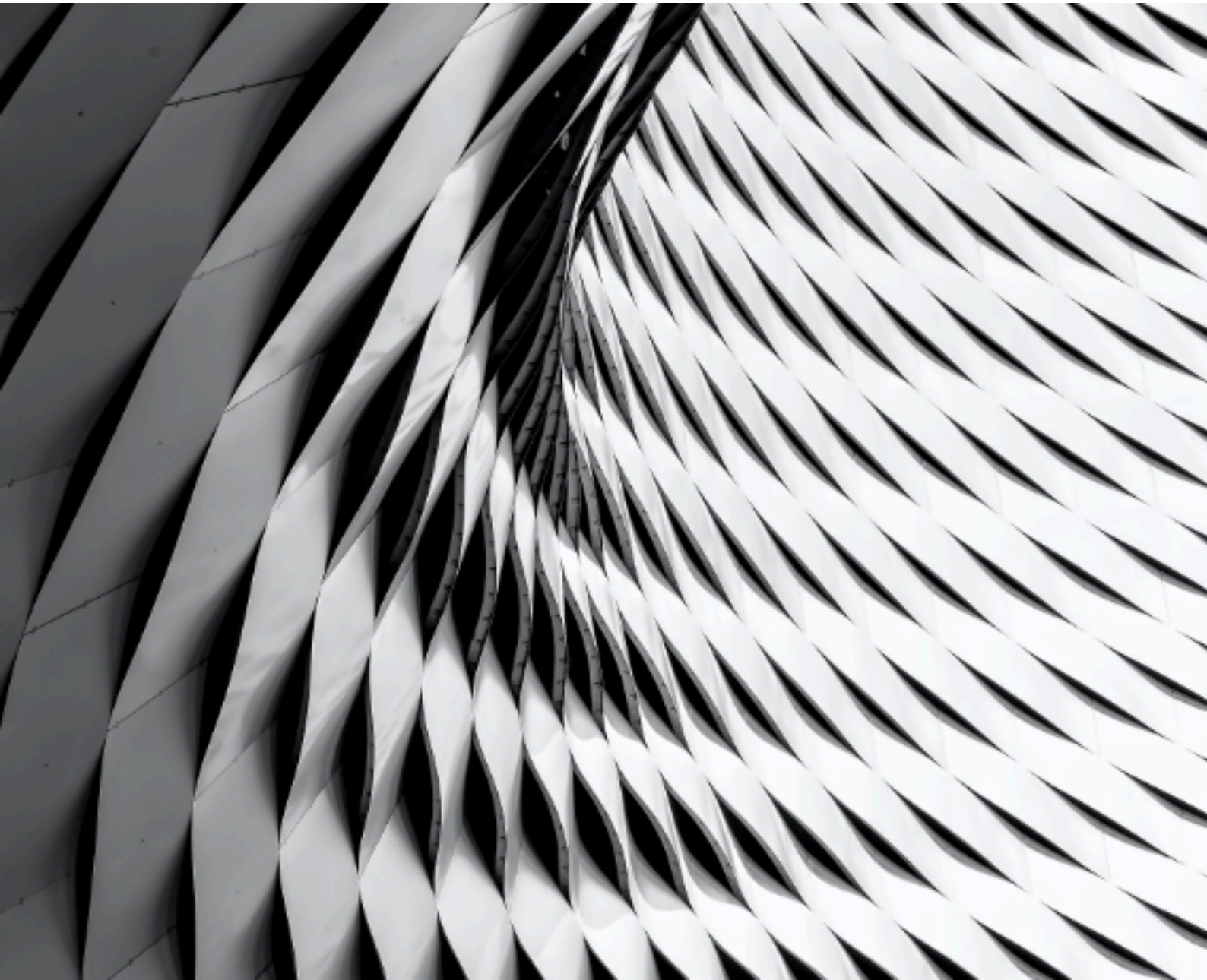


# Director Investment Banking Exercise

A recruitment report for:

**Anonymous Candidate**

Created 21<sup>st</sup> November 2023



## Introduction

This report is confidential and is intended solely for the person responsible for assessing Anonymous Candidate, who completed the Director Investment Banking Exercise on 10/11/2023.

The test is designed to assess behaviours linked to success in the role of a Director working in an Investment Bank. The competencies assessed are defined below.

### Director Competencies

**Purposeful Engagement:** Supporting colleagues, stakeholders, & clients in an effort to improve and maximise outcomes (i.e., efficiency & quality).

1. Builds trust & confidence with colleagues, stakeholders, & clients, through personal engagement and support
2. Collaborates within & across teams (i.e. contributes fully, being as inclusive as possible)
3. Communicates clearly and confidently (i.e., being clear, precise & timely)
4. Negotiates fluently and calmly, esp. with colleagues & stakeholders

**Analytical Rigour:** Establishing a clear, precise & accurate understanding of situations & tasks to facilitate effective action and valid decision-making.

1. Carefully analyses situations before acting (seeking a range of perspectives)
2. Makes transparent & defensible business decisions (esp. risk-related)
3. Is proactive in search of new opportunities to maximise outcomes
4. Recognises own and others' strengths & development needs for the role

**Driving Peak Performance:** Routinely delivering a high quality, efficient & adaptive client-focused service.

1. Sets clear, ambitious & achievable targets for self (& others), monitoring progress & adapting as required
2. Is proactive at all times, in dealing with responsibilities & challenges, esp. delays, quality & tasks
3. Is resilient, having effective strategies for dealing with work-related pressures & setbacks
4. Maintains an organised & calm approach, esp. under pressure & managing deadlines

**Role Modelling:** Demonstrating a genuine commitment to company standards and best practice.

1. Demonstrates genuine, visible commitment to company values, goals & priorities
2. Demonstrates appropriate care and attention in all aspects of work (e.g., due diligence, quality, process, etc)
3. Is open & honest about own strengths & development needs (i.e., acknowledging own limitations, errors, & misjudgements, etc.)
4. Maintains the highest standards of professional conduct (in line with laws, regulations & company' principles)

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

# How To Use This Report

This report contains 'percentile scores', 'behavioural interpretation' and 'interview questions' that can be used to explore an individual's results in more detail.

## Percentile Scores

Percentile scores represent how an individual's performance on a test (i.e., their score) compares to the performance of other individuals that have also taken the same test (i.e., the comparison group or norm group). Percentile scores range from the 1st to 99th percentile, where 1 is a very low score and 99 is very high. The overall percentile score is the most predictive of an individual's likely performance in a job. The report also contains percentile scores for each competency assessed, and these should be considered as a guide to help you identify where an individual has excelled or might need to improve a specific behavioural skill. It is not a score, in isolation, that should drive your final recruitment decision. This is because the competency percentile scores are produced by a subset of the test questions, whereas the overall percentile score is produced from all of the test questions.

## Behavioural Interpretation

For each competency, an interpretation (four bullet points) has been provided to help you better understand the decisions an individual has made on the assessment. Not every bullet point may apply equally to all individuals, but you should consider them all to be relevant as they are based on the specific choices a candidate has made on the assessment.

## Interview Questions

For each competency, interview questions are provided to help you explore an individual's results in more detail. You can select the question you believe is most appropriate and you should use the relevant "four behavioural indicators" to guide your evaluation of an individual's response. Note, you do not need to ask all four questions - usually one is sufficient, but more are provided if needed. It is also good practice to follow up with additional questions. To help with this you may wish to use the STAR method. This is described below with some additional probing questions you can use.

- **S = Situation:** What was the situation? What were the circumstances or context?
- **T = Task:** What were you trying to achieve? What was your task?
- **A = Actions:** How did you approach it? What did you do? Who did you involve? What challenges did you face, and how did you overcome these? What else did you do?
- **R = Results:** What was the outcome? How did you establish the benefit of what you did?

You should aim to spend more time asking 'Action' questions as these are the ones that typically produce behavioural responses.

## Rating Scale

The Rating Scale below can be used to evaluate an individual's responses to the competency questions provided in this report. During the interview you should aim to establish a pattern of positive & negative evidence for each competency. The final rating you give should be a 'weighted' decision, based on the collective evidence you obtain for each competency.

1 - Significant Development	2 - Development	3 - Mixed	4 - Strength	5 - Significant Strength
A strong and dominant pattern of negative behaviour (in relation to the indicators)	A clear pattern of negative behaviour (in relation to the indicators), and little evidence of positive behaviour to weigh against this – none significant	Balanced evidence of both positive and negative behaviour (in relation to the indicators)	A clear pattern of positive behaviour (in relation to the indicators), and little evidence of negative behaviour to weigh against this – none significant	A strong and dominant pattern of positive behaviour (in relation to the indicators)

# Profile

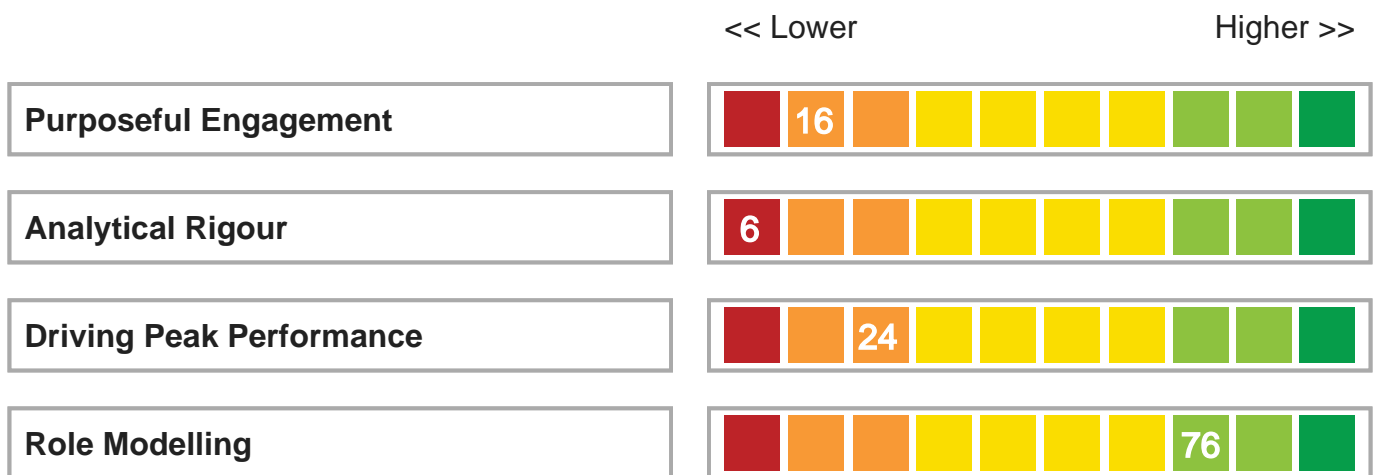
The following summarises Anonymous' performance on the Director Investment Banking Exercise. It provides:

- 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



## Director Investment Banking Exercise Competencies

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



## Performance

The following provides a detailed interpretation of the responses chosen on the Director Investment Banking Exercise, by Anonymous Candidate, on 10/11/2023.

### Role Modelling

Anonymous' responses suggest he/she/they:

- Strongly resonates with company values, serving as an exemplar in aligning actions with organisational goals
- Relentlessly focuses on maintaining superior quality and process in all work outputs
- Is commendably open about strengths and areas of development, leading by example in transparency
- Upholds and reinforces the importance of professional conduct, setting a benchmark for peers

The questions below are designed for interviewers to explore Anonymous' behavioural skills in more detail.

- Share an instance where you inspired others by embodying company values and priorities.
- Describe a project where your unwavering focus on quality and process led to stellar results.
- How do you foster an environment where team members feel comfortable acknowledging their limitations or errors?
- Give examples of how you've promoted the highest standards of professional conduct within your team or department.

### Purposeful Engagement

Anonymous' responses suggest he/she/they:

- Engages with colleagues and stakeholders, but can focus more on consistent personal support and authentic interactions to nurture trust
- Participates in team activities, with potential to drive more inclusive discussions and actively involve diverse perspectives
- Communicates main ideas, with opportunities to refine details and delivery for increased clarity and confidence
- Engages in negotiations with a focus on immediate concerns, and can work on broader perspectives and maintaining equanimity during discussions

The questions below are designed for interviewers to explore Anonymous' behavioural skills in more detail.

- Describe a time when you felt your personal engagement positively influenced the trust and confidence of a colleague or stakeholder. What specific actions did you take?
- Share an instance when your contribution in a team setting led to a positive outcome. How did you ensure everyone's voice was heard?
- Describe a situation where you felt you communicated effectively but realised later there was a misunderstanding. How did you address it?
- Walk me through a negotiation where you felt you could have done better. What would you do differently now?

## Analytical Rigour

Anonymous' responses suggest he/she/they:

- May act without considering whose perspective is critical, indicating a potential to enhance analytical thinking
- Could benefit from deepening the transparency and defensibility of business decisions, especially those related to risk
- Shows a tendency to react to situations, rather than being proactive in searching for new opportunities
- May not yet fully identify the strengths and development needs for themselves or others in specific roles

The questions below are designed for interviewers to explore Anonymous' behavioural skills in more detail.

- Tell me about a time when you had to analyse a situation before taking action. How did you approach it? What was the outcome?
- Describe a business decision you made recently. How did you ensure it was transparent and defensible, especially if it was risk-related?
- Can you recall a time when you proactively searched for new opportunities? How did you go about it? What was the result?
- How do you recognise your own strengths and areas of development? How do you address these in your role?

## Driving Peak Performance

Anonymous' responses suggest he/she/they:

- Occasionally sets clear targets but might require assistance in monitoring and adapting as needed
- Displays proactive tendencies but might need more consistency, especially when facing specific challenges
- Has basic strategies for coping with pressures but could refine resilience in face of larger setbacks
- Manages to stay organised and calm in familiar situations but may falter when unexpected pressures arise

The questions below are designed for interviewers to explore Anonymous' behavioural skills in more detail.

- Describe your approach to setting and monitoring targets. How do you adjust when things don't go as planned?
- How do you typically handle unforeseen challenges or responsibilities in your role? Can you share a specific example?
- Tell me about a time when you had to tap into your resilience to manage a setback at work.
- What strategies do you employ to stay organised and calm, especially during busy periods?

**Contact Us:**

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