Manager SJT

A candidate report for:
Sam Sample

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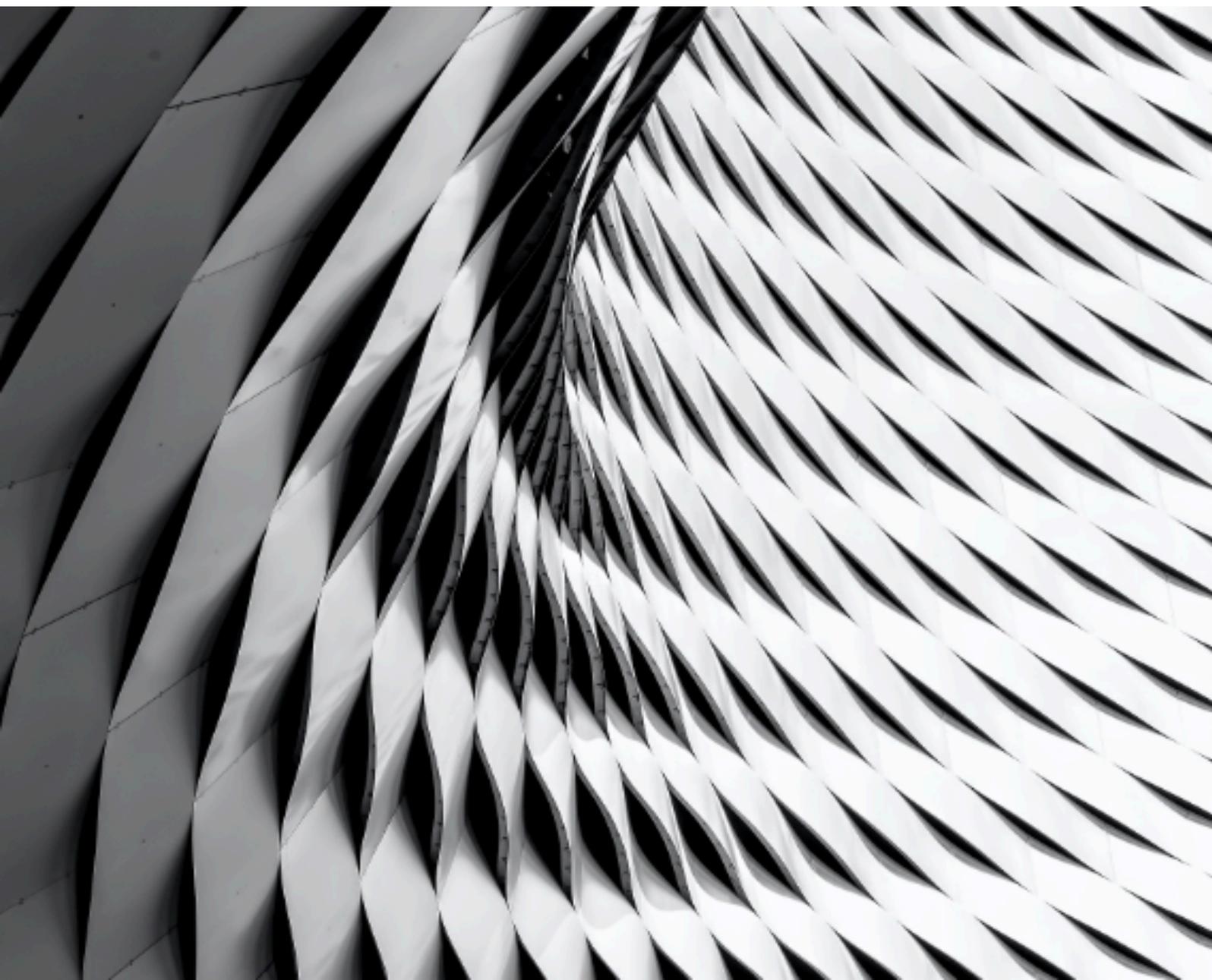
Introduction

This report is confidential and is intended to provide you with feedback on your results.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 Leadership: 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

Business Vision: 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

Business Management: 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

How To Use This Report

This report provides you with feedback from the Manager SJT. It contains 'behavioural interpretation' that you can use to help you understand how you have performed on the exercise and 'development opportunities' to inform your development priorities, should you wish to improve your skills in specific areas.

Behavioural Interpretation

For each competency measured by the Manager SJT, an interpretation (four bullet points) has been provided to help you better understand the decisions you made on the exercise. Not every bullet point may apply equally to you, but you should consider them all, at least initially, and then decide which are most relevant for you.

Development Opportunities

You have also been provided with some ideas to help improve the competencies. The suggestions are intended to support you in your career progression, so working through these suggestions and identifying your own ideas for improving your skills should help you create a relevant development plan.When creating your development plan, it is best to set SMART Goals:

- **S = Specific:** Clearly defined and unambiguous
- **M = Measurable:** Contains specific criteria that you can use to measures your progress and goal accomplishment
- **A = Achievable:** Attainable in the timeframe you have set yourself and not impossible to achieve
- **R = Relevant:** Relevant to your goal, career or what you want to achieve
- **T = Time-bound:** Has a clear start and end date

The SMART Template below can be used to help you set a development goal.

S	**Specific**	• What do I want to achieve? • When do I need to achieve it? • Why is the goal important? • Who is involved?	
M	**Measurable**	• How will I measure my progress? • How will I know when my goal is achieved? • What will be different when I have completed my goal?	
A	**Achievable**	• Can I complete my goal in the time I have available? • How confident am I that I can achieve my goal? • What support will I need to achieve my goal?	
R	**Relevant**	• Why is this goal important to me? • How does this goal relate to my overall success? • What is especially meaningful about my goal?	
T	**Time-bound**	• When will I be ready to start working on my goal? • What specific date will I complete my goal? • How often will I check the progress I am making on my goal?	

Feedback

Business Vision

Your responses suggest that you:

- Focus on establishing a long-term perspective in order to guide your decision-making
- Will establish a broad amount of information before making important decisions
- Proactively consider innovative ideas and new alternatives / possibilities
- Will carefully establish how best to resolve challenges and complex problems

Development Opportunities

You might usefully stretch your skills further in this area by:

- Emphasising to others the importance of culture and the organisation's wider priorities to guide decision-making
- Routinely encouraging your team and others to ensure their goals are aligned to the organisation's long-term priorities
- Establishing cross-team collaboration opportunities to broaden your team's thinking and drive initiatives in line with the strategy
- Promoting any knowledge or best practice that you have found useful for improving people performance

Business Management

Your responses suggest that you:

- Will respond promptly to address performance issues and are prepared to have challenging conversations as needed
- Will proactively involve others when setting objectives or when establishing a new direction for your team
- Is a supportive manager when team morale is low, and performance is suffering
- Routinely invest time coaching others to improve their performance

Development Opportunities

You might usefully stretch your skills further in this area by:

- Role modelling the importance of having regular and 'in the moment' coaching sessions with individuals
- Setting individuals 'stretch goals' to develop their skills and considering their 'potential' to take on greater responsibility in the future
- Establishing regular team coaching sessions, where you focus on developing your team's capabilities as a collective
- Identifying someone in your team that you can work more closely with to improve their performance

Inspiring Leadership

Your responses suggest that you:

- Are likely to consider others' needs when focusing on outcomes you want individuals to achieve
- Will encourage others to share their ideas, especially during group or team discussions
- Will seek to create a team environment that encourages both competition and collaboration
- Can balance giving direction with seeking input from others

Development Opportunities

To develop your skills further in this area you might wish to consider:

- Clearly establishing the workload of your team / colleagues and encouraging them to speak up when they require support
- Promoting an environment where ideas are freely shared, and individuals feel their input is both sort and valued
- Identifying new ways to reward teamwork and cross-team collaboration
- Identifying some team based activities that your team could do more routinely together

Professional Integrity

Your responses suggest that you:

- Will perserve with a task, even if you consider it to be mundane or unimportant
- Encourage others to share their ideas and participate in discussions
- Will encourage both competition and collaboration, when working in a team
- Seek input from and give advice to others

Development Opportunities

To develop your skills further in this area you might wish to consider:

- Establishing the importance of all your tasks and responsibilities, especially those you consider to be less relevant or business critical
- Encouraging your team to share their ideas more freely and considering what you can do to make people feel their input is valued
- Seeking others advice and input before offering your own opinions, especially when discussing sensitive matters
- Identifying what more you can do to promote the importance of your organisation's values